Appendix A: Regional TDM Inventory

Regional Transportation Demand Management Plan

March 2023

Prepared for the Atlanta Regional Commission

Table of Contents

Introduction 2

Process 2

Key Themes 3

Appendix A: Inventory Asset Writeups 6

Appendix B: Focus Group Summaries 110

Introduction

In support of the Atlanta Regional Transportation Demand Management (TDM) Plan, a detailed inventory was conducted to inform the Regional TDM Needs Assessment and Program Evaluation. The inventory included a review of key sociodemographic and mobility trends, plans, policies, and initiatives coupled with targeted stakeholder engagement on mobility needs. The inventory serves to define the policy, planning, physical and social context that the regional TDM program is currently operating in. Key themes derived from the inventory are documented below as they relate to the DEMOGRAPHIC, GEOGRAPHIC, FUNDING, PROGRAMMATIC, ECONOMIC, AND MODAL factors with the greatest potential to influence regional TDM program outcomes. These key themes are used to synthesize and document the variety of contextual factors included in the inventory. They are also used to organize the findings into a framework for conducting a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis of the current regional TDM program (v1 submitted January 24, 2022) and to inform refined program goals for the Regional TDM Plan.

Process

The inventory included a review of the current TDM program, administration, and initiatives as a baseline for future recommendations; a summary of key federal, state, regional/local planning and policy documents; a brief case study of TDM best practice both nationally and internationally; and a summary of regional socio-demographic and mobility trends. For each inventory item, a summary was developed to include:

- Title of inventory item
- Date of inventory item
- Lead organization
- Geographic scope
- Time horizon
- Type of inventory asset being reviewed
- Summary of the inventory item including its purpose, key stakeholders, themes or focus areas, processes, and outcomes that positively or negatively influence broader TDM program goals
- Synthesis of strengths, weaknesses, opportunities, and threats with respect to the current TDM program
    - Strengths - What aspects of the inventory asset strengthen the regional TDM program? These are influences that directly impact ARC's internal process for planning/administering the regional program and are positive in their impact on TDM.
    - Weaknesses - What aspects of the inventory asset weaken the regional TDM program? These are influences that directly impact ARC's internal process for planning/administering the regional program and are negative in their impact on TDM.
    - Opportunities - What aspects of the inventory asset pose opportunities for TDM? These are external influences on the regional TDM program and positive in their impact on TDM.
    - Threats - What aspects of the inventory asset threaten TDM? These are external influences on the regional TDM program and negative in their impact on TDM.

This format supported a cross-comparison across a broad variety of inventory assets in the context of the regional TDM program. Summaries for all individual inventory items are included in Appendix A. Inventory research was supplemented with stakeholder input gathered through three focus groups on the topics of TDM and Workforce Development, Local Economic Development, and Accessibility. Stakeholder documentation is included in Appendix B.

Key Themes

Key themes derived from the regional inventory (inclusive of inventory research and stakeholder input) are presented below as they relate to DEMOGRAPHIC, GEOGRAPHIC, FUNDING, PROGRAMMATIC, ECONOMIC, AND MODAL factors with the greatest potential to influence regional TDM program outcomes. These key themes are used to synthesize and document the regional inventory. They also provide a framework for conducting a SWOT analysis of the current regional TDM program and refining program goals for the Regional TDM Plan.

In general, key themes reveal that **the TDM program must expand and diversify the scope of its service offerings and beneficiaries as the region's mobility needs grow and evolve**. The regional TDM program must cast a wider net to promote existing services to new users, while also creating new services tailored to specific mobility needs and geographies. This expansion will rely on partnerships with stakeholders beyond traditional employers (including human services and community-based organizations), new messaging and marketing strategies, and new funding sources. Because the benefits of TDM span environmental, health, equity, and economic development goals, the ARC has a strong foundation for coordinating needed partnerships and resources across a wide range of interests and organizations.

Demographic

The region is forecast to age significantly and to become more racially/ethnically diverse. TDM must support more inclusive transportation options that are accessible to travelers with a diverse range of mobility needs. This places greater priority on alternative transportation services that expand access to resources and opportunity and that are communicated and marketed across a broader audience. TDM strategies will need to reflect a growing market within underserved communities that may be English as a Second Language, aging in place, or supportive of independent living and economic access for disadvantaged populations, the unemployed or underemployed, or for persons with disabilities. Demographic change provides a significant opportunity to expand TDM services to support access to community resources and to address the full life cycle of employment needs for underserved communities to include job training, job access, and job retention.

Geographic

TDM will need to continue to comprise services and strategies tailored to the needs of specific geographic areas, implemented in partnership with local TMAs and CIDs. Population and job growth are forecast at varying rates across the region with a growing mismatch between job location and housing location. This results in increased transportation costs and often increased transportation and housing instability with disproportionate impacts to lower wage workers. This is particularly impactful to our essential workforce due to continued challenges with affordable housing in economic and activity centers. Many areas with high projected growth are not well served by transit. TDM strategies will need to minimize associated mobility barriers for residents without (or limited) access to vehicles, in areas that are not served well by transit.

Funding

Reliance on CMAQ funding (with limited scope of eligible projects) inhibits the ability of the TDM program to respond to the region's varied and rapidly evolving transportation needs beyond congestion management. The TDM program will need to consider diversifying funding/resources which could take the form of:

- Leveraging existing resources internal to ARC (aging, workforce development)
- Seeking additional state and/or federal funds beyond CMAQ (new opportunities with infrastructure bill)
- Partnerships with CIDs, human services organizations, and other stakeholders to reach new users and provide warm leads and creative incentives not typically allowed by CMAQ
- Private funding partnerships to support innovative pilot testing of TDM services to new or underserved travel markets

Programmatic

There is a noted shift in expressed priority outcomes for the TDM program amongst TDM stakeholders, shifting from traditional benefits of congestion mitigation and air quality improvement to equitable access to opportunity and resources. As such, the TDM program will need to expand the trip types that it serves:

- Beyond traditional 9-5 peak-period commute trips;
- To include strategies that support the full employment life cycle to include access to job training and development and job retention; and
- To support commute trips for essential workers that often reflects non-traditional, decentralized commute patterns and supports a lower wage workforce that is disproportionately impacted by transportation costs.

The TDM program will also need to expand the communities that it serves to include:

- Vulnerable communities and workers, including low-income, limited English proficient (LEP), individuals with disabilities, older adults, veterans;
- Unemployed and underemployed;
- Youth and young adults that are building work, travel, and commuting habits;
- (Recent) immigrant populations that are building work, travel, and commuting habits; and
- Users without internet access (phone call and SMS-based services).

Expanding the TDM program to new markets will require a focus on mitigating "small barriers" that may impede understanding or efficient access to TDM services whether they are related to technology, language, or other social factors. There is an opportunity for the program to leverage lessons learned post-pandemic on what has worked and what has not, in terms of reaching essential workers, disadvantaged populations, or populations resistant to change or interventions.

Implementation of an expanded program will also require a strategic focus on integrated communications strategies to include:

- TDM communications that are coupled with other regional or local initiatives/campaigns/strategies related to housing, transit, health, economic/employment opportunity. This will support a broader communications network and present TDM services in the context of localized community need.
- A communications network that messages a connected and comprehensive TDM program through a spectrum of TDM partners and that aligns with other messaging campaigns.

Economic

The COVID-19 pandemic has caused a dramatic increase in telework, teleservices and home deliveries with significant impacts on traditional travel patterns. This has impacted work and non-work trips as well as truck and freight-related trips given the sharp increase in e-commerce and associated changes to the consumption and distribution of goods. This will have long-lasting impacts on travel patterns and the regional economy. The pandemic also served as a catalyst for a growing divide between available job opportunities and available, trained, and motivated workforce. While the pandemic has enabled much of the region's white-collar workforce to shift to telecommute, many of the region's jobs (and forecasted employment growth post-pandemic) are in essential industries that require in-person services and on-site labor, i.e., requiring a commute – even if non-traditional. Many of these industries comprise lower-wage jobs, often-times decentralized from the urban or metropolitan core, supported by a labor market disproportionately impacted by transportation costs. Investment decisions for new or expanding employers are often driven by consideration of access to transportation and a trained workforce.

As such, reliable transportation options beyond personal vehicles are a critical need for workforce development and regional economic success. Advancing transportation strategies that support non-automobile travel will, in fact, be a requisite focus for advancing economic equity for employees that work within these growing employment markets. TDM will need to evolve to support an economy and workforce development needs that require a more flexible, equitably distributed service model.

Modal

Fixed-route transit does not currently meet the broad range of mobility and access needs of transit-dependent residents or "choice" riders, especially in suburban and rural parts of the region. Additionally, the decline in transit ridership during the pandemic is expected to persist, which has compromised transit revenues and capacity to maintain service levels. There is need for alternative solutions (first/last mile and/or complete trip) to close transit gaps, particularly to connect vital economic, health, or other social resources. The Atlanta region's land use and transportation systems are built for driving, disconnected and often overwhelming to navigate for a broad range of socio-demographic markets. This creates a difficult context for TDM to reduce vehicle travel and increase travel choices, but it provides ample opportunity for TDM to provide system connections.

To maximize the benefits of TDM initiatives, strategies will need to expand access and education on the transportation system, inclusive of transit and TDM services. Concurrently, TDM policy will need to guide regional and local activities designed to reshape the built environment with more dense, mixed-use, and multimodal development patterns to include complementary transit-oriented development and first- and last-mile infrastructure investments.

Appendix I: Inventory Asset Writeups

The inventory included a review of key sociodemographic and mobility trends, plans, policies, and initiatives influencing the regional TDM program. Because of the regional scope of the plan, the focus of the inventory was on regional rather than local initiatives. For each inventory asset, the write-up includes the title, date, and brief synthesis of inventory item with emphasis on policies, projects, partnerships, or process that directly or indirectly influences the regional TDM program.

Planning and Policy Context (Federal, State, Regional, Local)

- Infrastructure Investment and Jobs Act
- GDOT 2050 Statewide Transportation Plan/Statewide Strategic Transportation Plan – policy emphasis areas and funding priorities
- Atlanta Region's Plan (2019), including the Regional Transportation Plan
- 2013 Atlanta Regional Transportation Demand Management Plan
- ARC Human Services Transportation Plan
- ARC Bike-Pedestrian Plan – Walk, Bike, Thrive
- ARC Livable Centers Initiative synthesis
- ARC TSMO Plan
- ARC Regional Safety Plan (It says Draft in title)
- 2020 ATL Regional Transit Plan and Annual Audit Report
- One Atlanta: Strategic Transportation Plan
- CTP (and/or county transit plan) synthesis
- ARC freight cluster synthesis

TDM Administrators, Programs, and Initiatives

- Current regional TDM structure – organization, funding, formal partnerships/relationships
- Regional TDM evaluation framework including performance measures
- Regional Commuter Survey and TDM Dashboard, Remote Work Survey
- Summary of existing TDM policy and planning guides
    - Engagement strategy
    - Sales guide
    - Construction
    - Local government
    - Schools

TDM Best Practice

- Synthesis of international and national/peer program best practice – program structure, funding innovations, strategy innovations, performance evaluation strengths

Policy Agendas for Targeted Non-Profits

- Partnership for Southern Equity (PSE)
- Transformation Alliance
- MAAC
- AARP GA/ATL chapter
- United Way of Greater Atlanta
- Council for Quality Growth
- ULI Atlanta chapter
- Community Improvement Districts (CID) Overview

Technology Initiatives

- ITS4US synthesis
- ATL Rides
- GDOT A/CV pilots and planning (autonomous connected vehicles project)
- GA Commuter App/Agile Mile

Regional Commuting Trends, Data and Growth

- Key socio-economic and mobility trends

Infrastructure Investment and Jobs Act

Date Published	November 2021	**Time Horizon**	2021-2026
Lead Organization	USDOT	**Asset Type**	Planning and Policy Context
Geographic Scope	Federal		

Summary

The $1.2 trillion Infrastructure Investment and Jobs Act was enacted on November 15, 2021. It provides about $550 billion in new spending; the remaining $650 billion is previously planned funding (including a $370 billion reauthorization of the surface transportation programs). Nearly half of the $1.2 trillion will be allocated to federal highway, bridge, and public transportation improvements. The legislation represents a historic level of investment in the nation's transportation network with funding dedicated to programs that improve resilience and equity and mitigate climate change.

The $550 billion in new spending includes the following:

- $284B for transportation (illustrated in Figure 1)
  - $110B for roads and bridges
  - $66B for passenger and freight rail
  - $39B for public transit
  - $25B for airports:
  - $17B for ports and waterways
  - $11B for highway and pedestrian safety research
  - $7.5B for electric vehicle chargers
  - $7.5B for low-carbon and zero-emission school buses & ferries
  - $1B for reconnecting communities
- $65B for expanding broadband access
- $65B for energy and grid investments including carbon capture
- $55B for water and wastewater
- $46B for resiliency
- $21B for addressing legacy pollution

Figure 1. Discretionary transportation spending. Chart from T4America.

Key Outcomes

Based on formula funding over the next five years, Georgia can expect to receive:

- $9.2B in Federal highway funds for highways and bridges (27% increase from FAST Act)
- $1.5B to improve public transportation options across the state (37% increase from FAST Act)
- $619M for infrastructure development for airports
- $211M to reduce transportation-related emissions
- $240M to increase the resilience of the transportation system
- $135M to support the expansion of an EV charging network through the National Electric Vehicle Infrastructure Formula Program (NEVI) program. Georgia will also have the opportunity to apply for grants out of the $2.5B available for EV charging.
- $58M in 402 formula funding for highway safety traffic programs (29% increase from FAST Act)
- Georgia may also apply federal aid dollars towards climate resilience and safety projects

In 2022, Georgia received $1.755B in apportionments from the Federal-Aid Highway Program, which is a 24.2% increase from 2021 apportionments across existing programs (such as CMAQ, a 2.2% increase, and the Metropolitan Planning Program, a

23.1% increase,) and new formula programs including the Carbon Reduction Program, the PROTECT Program, and the Bridge Formula Program.[1]

The bill establishes the following new national programs relevant to TDM, which state and local agencies can compete for to fund projects in the Atlanta region:

- **Safe Streets for All** ($6B) – Competitive grants to local and tribal governments to support their efforts to advance "vision zero" plans and other improvements to reduce crashes and fatalities, especially for cyclists and pedestrians.
- **MEGA Projects** ($15B) – Supports multi-modal, multi-jurisdictional projects of national or regional significance.
- **Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program** ($8.7B) – Provides $7.3B in formula funding to states and $1.4B in competitive grants to increase the resilience of the transportation system including evacuation routes, coastal resilience, resilience improvements to existing infrastructure, or relocating infrastructure.
- **FTA All Station Accessibility Program** ($1.75B) – Competitive grants to legacy transit and commuter rail authorities to upgrade existing stations to meet or exceed accessibility standards under the Americans with Disabilities Act.
- **Reconnecting Communities Pilot Program** ($1B) – Competitive grants to state, local, MPO, and tribal governments for planning, design, demolition, and reconstruction of street grids, parks, or other infrastructure. This program would reconnect as many as 20 communities.
- **Active Transportation Infrastructure Investment Program** ($1B) – Competitive grants for states and local government organizations (including MPOs, multicounty districts, and multistate governments) to construct projects between communities to provide safe and connected active transportation facilities in an active transportation network.
- **Strengthening Mobility and Revolutionizing Transportation** (SMART) ($1B) – Competitive grants to states, local governments, and tribes for projects that improve transportation safety and efficiency.
- **Congestion Relief Program** ($250M) – Competitive grants for projects in large, urbanized areas (over 1M people) to conduct planning, design, implementation, and construction activities to relieve congestion.
- **Transportation Access Pilot Program** – Established to develop or procure accessibility data and assess changes in accessibility resulting from new transportation investments

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Focuses new and existing grant programs on making infrastructure more resilient as well as congestion management
- Establishes policy changes to protect 'vulnerable road users,' including pedestrians, bicyclists, and people with disabilities.
- Dedicated funding formula funds to reduce transportation emissions and improve resilience.
- Georgia to receive substantial increase (37%) in formula-based public transportation funding

Weaknesses

- Many TDM-supportive funding opportunities are available only through competitive grants, which require a high level of effort to apply for with a low likelihood of success. The USDOT secretary has stated that "For every dollar we have to give out, there are about 10 in impressive applications coming in" for competitive grants.
- The legislation does not explicitly identify TDM by name.

Opportunities

- Ample competitive grant opportunities to support transportation access, connectivity, safety, and active modes.
- Requires states to spend at least 2.5% of their State Planning and Research (SPR) funds and MPOs to spend 2.5% of their PL funds for Increasing Safe and Accessible Transportation Options through strategies including TDM, complete streets, TOD, and more.
- Expands project eligibility for the following programs to encompass strategies supporting TDM:
    - Highway Safety Improvement Program (HSIP) funds can be used for several safety measures to increase protection of pedestrians and cyclists.
    - Surface Transportation Block Grant (STBG) and CMAQ can be used for shared Micromobility transportation facilities.
    - STBG funds can be used for electric vehicle charging stations.

Threats

- Beyond the transportation program reauthorization, $345 billion of the legislation's transportation spending consists of discretionary annual appropriations, which are not guaranteed**.** Funding for some TDM-supportive programs, such as the Capital Investment Grant (CIG) Program ($15B) for light-rail and other capital-intensive transit projects, must be secured through subsequent annual appropriations measures. There is risk that this funding will not be secured through the congressional annual appropriations process, making future funding less predictable.

GDOT 2050 Statewide Transportation Plan/Statewide Strategic Transportation Plan

Date Published	February 2021	**Time Horizon**	2050 SWTP, 2021 SSTP
Lead Organization	GDOT	**Asset Type**	Planning and Policy Context
Geographic Scope	Statewide		

Summary

In 2015, GDOT combined the Statewide Strategic Transportation Plan (SSTP) and Statewide Transportation Plan (SWTP) in order to better align planning efforts, and this has continued for the 2021 update to the SSTP and SWTP. The document is generally referred to as the SSTP, but GDOT updates the plan with SWTP requirements during the scheduled SWTP update years. Key features of the SSTP include:

- An emphasis on aligning the plan with Governor Brian Kemp's Vision for Georgia (make Georgia #1 for small business, reform state government, strengthen rural Georgia, put Georgians first).
- An emphasis on performance-based planning.
- Three key components of the investment strategy: Investing in existing infrastructure to maintain the system, investing in catalytic opportunities to grow the economy, investing in innovations to prepare for the future.
- Three primary investment categories: Statewide freight and logistics, people mobility in Metro Atlanta, people mobility in emerging metros and rural Georgia. People mobility in Metro Atlanta is the main relevant area for ARC's TDM planning. Relevant sub-strategies include: highway safety recommendations concerning bicyclists and pedestrians, multimodal connectivity, managed lanes, and traffic signal priority.

The process included convening a Stakeholder Advisory Committee, which included representatives of business, freight, economic development, local government, and other organizations. GDOT collected survey responses from 1,473 residents.

Key Outcomes

The plan presented a high-level view of GDOT's strategy. There was no direct mention of TDM. TDM-related concepts were mentioned, but not emphasized relative to other key words including freight, business, transit, and multimodal.

GDOT's efforts to advance multimodal connectivity include:

- Supporting ARC's 2050 RTP by coordinating on connections between GDOT roads and local/regional transit – on bus rapid transit, mobility as a service, park and ride, and more.
- Supporting commute programs in collaboration with GCO and service providers.
- Implementing Complete Streets policies through roadway construction and maintenance projects.
- Investing in managed lanes projects as a priority.
- Strengthening strategic coordination:
    - Partnering "with local municipalities through the Transportation Alternatives (TA) Set Aside Program, the Livable Communities Initiative (LCI), and other Federal programs"
    - Working with ARC, economic development partners, and CIDs on capacity investments
    - Coordinating with transit agencies
    - Working with private and local partners on emerging transportation and mobility technologies
- Assessing options and impacts of emerging mobility initiatives
- Pursuing "discretionary Federal funding opportunities such as the Infrastructure for Rebuilding America (INFRA) and Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) programs"

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- GDOT actively supports ARC's work, including multimodal initiatives.
- GDOT is completing a multi-agency risk and resiliency assessment.
- GDOT emphasizes the importance of supporting employers and employees in Metro Atlanta.

Weaknesses

- TDM is never mentioned by name, although there is one mention of GCO.
- There is an emphasis on expanding capacity.
- There is not a significant emphasis on supporting underserved populations.

Opportunities

- Employment growth is expected to be concentrated in the region's core and will largely be in sectors with in-person work required (health care, social assistance, construction, etc.). At the same time, teleworking is expected to continue, which may flatten peak period congestion and increase travel during other times of day. The population is aging and becoming more diverse. These changes may present new strains on the system but can also represent opportunities to work with employers and community organizations to better serve the population.
- Demand for transit, walking, bicycling, and micromobility modes is growing.

Threats

- Demand for travel is projected to grow from 113 million daily vehicle-miles traveled in 2015 to 148 million daily VMT in 2050.
- Safety is a concern, including for bicyclists and pedestrians.

Atlanta Region's Plan / Regional Transportation Plan

Date Published	2019 Policy Framework 2020 Regional Transportation Plan (including executive summary and project list)	**Time Horizon**	2020-2050
Lead Organization	ARC	**Asset Type**	Planning and Policy Context
Geographic Scope	ARC planning area		

Summary

The Atlanta Region's Plan is a robust set of plans and programs centered around three policy areas, summarized in Figure 1. The Plan includes both a Policy Framework document and the Regional Transportation Plan (RTP) as individual components. The Policy Framework sets a unified direction and vision for the Atlanta Region's Plan. Each policy area has two goals, most of which have some relevancy to TDM. The 'Competitive Economy' goals include: 1) Building the region as a globally recognized hub of innovation and prosperity, and 2) Developing a highly educated and skilled workforce, able to meet the needs of 21st Century employers. The 'World Class Infrastructure' goals include: 1) Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology, and 2) Secured, long-term water supply. The 'Healthy Livable Communities' goals include: Developing additional walkable, vibrant centers that support people of all ages and abilities, and 2) Promoting health, arts and other aspects of a high quality of life. Each goal is further broken down into a set of objectives and ARC policies, the most relevant of which are related to the comprehensive transportation network goal. Here, objectives include maintenance of the existing transportation system, providing a safe, secure, accessible, and equitable network and system, and improving non-SOV travel options. The development of the Policy Framework drew on PLAN 2040 and public engagement efforts, including over 20,000 surveys.

Figure 1 Atlanta Region's Plan Framework (from Regional Transportation Plan)

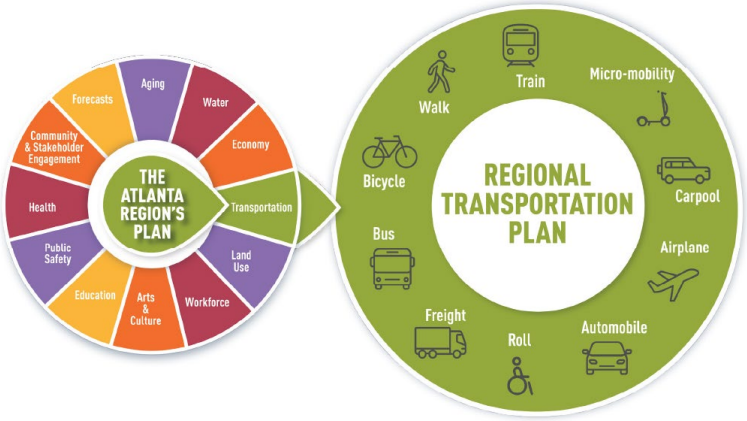


Figure 2 Atlanta Region's Plan Overview (from Regional Transportation Plan)

Transportation-related plans are just one component of the suite of documents included in the Atlanta Region's Plan (see Figure 2). The RTP "focuses on current transportation conditions, expected trends that will impact the transportation network, and documents the strategies and investments necessary to meet the multi-modal transportation needs of all residents and visitors of the Atlanta region through 2050" (RTP Executive Summary pg. 1). In developing the plan, both federal, state, and local priorities, research, and analysis are considered. Input from the public is then used to revise the draft plan. The RTP highlights three areas for investment – Demand Management, Expansion, and Maintenance & Modernization. "Walking, Bicycling, and Livable Communities Initiative (LCI)" and "Transportation Demand Management (TDM) and Other Programs and Initiatives" are the two sub-areas that fall under the umbrella of the Demand Management investment area. The RTP explicitly provides an overview of the regional TDM program, including ARC's Mobility Services Group, GCO, Transportation Management Associations (TMAs), and Guaranteed Ride Home (GRH). Roughly 3% of the $172.6B allocated in the RTP is directed specifically toward "TDM and Other Programs and Initiatives". An additional 3% of

the total funds are dedicated to "Walking, Bicycling, and LCI". In summary, 6% of the total $172.6B are directed toward the Demand Management Area.

Key Outcomes

The most relevant objectives in the Policy Framework relate to employment and transportation. Objectives associated with employment deal with 1) striking a balance between job growth and economic development, and 2) maintaining successful employment centers. These are relevant to the regional TDM program given the region's continued employment growth and evolution will impact the potential employee populations that would benefit from commute focused TDM programs, like Georgia Commute Options (GCO). The transportation policy goal explicitly outlined an objective to "improve transit and non-single-occupant vehicle options to boost economic competitiveness and reduce environmental impacts". As part of this objective, the plan states that is the policy of ARC to "enhance and expand Transportation Demand Management (TDM) programs." Other ARC policies focus on improving service and infrastructure for non-auto modes (transit, walking, and cycling), developing multimodal connectivity solutions, and expanding transportation options to vulnerable groups.

The RTP produces a number of recommendations for the transportation system and network looking forward to 2050. While each of the three investment area recommendations (Demand Management, Expansion, and Maintenance & Modernization) relate in some way to TDM efforts, the most relevant is Demand Management, which is focused on "programs and projects that promote non-single-occupancy-vehicle modes and comprehensive infrastructure", including TDM projects that "reduce the number and length of trips" (RTP Executive Summary pg. 4). There are 79 projects under Demand Management (accounting for roughly 14% of the total recommended activities/projects). In addition to providing an overview of the regional TDM program, the RTP outlines key opportunities for enhancing and expanding the program; these are related to construction, telework, bicycling, transit, special events, and the formal evaluation framework.

The RTP notes that, as of 2018, the Regional TDM Program has 635 employer partners, serving more than 300,000 employees. The program also had 110 Property Manager Partners. The plan includes programmed or completed funds for the Regional TDM Plan ($500k in 2021), Employer Services Program (over $14M between 2020-2025), Ridesharing and Regional TDM Programs ($4.35M 2022-2023), and Statewide CMAQ TDM Employee Services and Advertising Program ($40M 2020-2025). Long range funds for TDM are also identified, with $23.6M 2026-2030, $47.2M in 2026-2050 and again in 2041-2050.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- **Inclusion of Transportation and Equity:** Both the Policy Framework and RTP speak explicitly about equity considerations, which is in alignment with future goals to enhance equity-related aspects of the regional TDM program. The Policy Framework has a specific objective to "promote an accessible and equitable transportation system", which includes ARC policies to maintain and enhance transportation options for vulnerable populations, improve transit connectivity, and increase access to essential services. The RTP notes the importance of planning for equitable outcomes, citing ARC's Equity Advisory Group as one vital component to this effort.
- **TDM-focus:** The RTP specifically discusses the regional TDM plan and identifies funding for TDM related programs and projects through 2050. It also offers key opportunities for enhancement of the regional TDM program, summarized in the following subsection. The plan's TDM focus is also reflected in its inclusion as a sub-area in the overall Demand Management investment area.

Weaknesses

- **Investment in TDM:** Of the three investment areas in the plan, $9.8B is allocated toward Demand Management (79 projects), compared to $38.3B for Expansion (289 projects) and $102.3B for Maintenance & Modernization (191 projects). Only 3% of the total $172.6B is allocated toward explicitly focused TDM programs in addition to miscellaneous projects in the Demand Management area. While the nature of some projects requires more expense than others, the funding allocated may ultimately limit the capacity for TDM program expansion, evolution, and impact. However, other

projects developed may offer further opportunities for the TDM program (for example, the BeltLine project in the "Expansion" investment area offers opportunities for the regional TDM program to promote active transportation commutes).

- **Regional SOV and HOV trends:** While the activities spelled out in the RTP help mitigate the effects continued growth in the region will have on the transportation system, they do not necessarily reverse trends in the desired direction. For example, single-occupancy vehicle (SOV) mode share with RTP investments is expected to increase by 0.3 percentage points (compared to a 0.5 percentage point increase without investment). Additionally, high-occupancy vehicle (HOV) mode is expected to decrease by 0.1 percentage points with or without RTP investments. The RTP explicitly states that the "RTP project list shows positive trends for walking, bicycling, and transit, but room for improvement for SOV and HOV" (RTP pg. 144).

Opportunities

- The RTP lists specific opportunities for enhancement of the regional TDM program. These include:
- Continued meetings between ARC and companies in the public and private sector through the Transform 285/400 TDM and Communications Project to mitigate construction impacts, e.g., through incentives to carpool and vanpool or expanding telework options
- Telework is featured as its own opportunity in the plan, noting opportunities for growth of programs like GCO, which "offers telework and flexible work counseling, FlexWork, to hundreds of employers in the region" (RTP pg. 74).
- The plan also notes the region's multifaceted approach in encouraging bicycling, which includes investments in bicycle infrastructure and hosting an annual 'Biketober' challenge through GCO. Additional investments in service and infrastructure for bicyclists, pedestrians, and transit identified by the RTP pose similar opportunities for the regional TDM program to help attract new travelers to use these modes. Enhancing efforts to spread awareness of transit through Mobility Services and GCO's Try Transit promotion.
- Offering transportation options for large events, as was tested with Try Transit during the Super Bowl. By reducing SOV travel to large events, not only could the impacts of visitor and eventgoer VMT be mitigated, but so could congestion associated with the event that would affect commuters and other travelers during and after the event time. The Livable Centers Initiative (LCI) in the RTP aims to encourage diverse land use mix and improve access to and between roadway facilities. Additionally, the economic goals in the Policy Framework are focused on attracting a diverse workforce and supporting economic centers. Both of these have synergies with the regional TDM program. For example, GCO could partner with new employers—especially those not traditionally served by TDM programs—and offer incentives to new employees as the region grows. The mix of land uses promoted with the Livable Centers Initiative likely means there will be more opportunities for residents to work closer to home; these might be areas where bicycle and pedestrian commutes are promoted. In addition to spreading awareness about the benefits of using these modes, Mobility Services and GCO could facilitate the creation of daily commuter walking or cycling groups, for residents clustered in similar areas to access employment centers with others in their communities. Elements of gamification, like the 'Biketober' challenge, could further be implemented here—for example, similarly-sized employers participating in TDM programs could 'compete' against one another in their commuting habits.

Threats

- **Evolution:** While this is due to statutory requirements and is not necessarily a negative component of the RTP, the document is wholly updated every four years, with opportunities for amendments to be made in-between. While the goal of updates and amendments is to keep the plan relevant and aligned with the region's goals as they evolve, this means no TDM-related aspects of the plan are guaranteed to continue and could be potentially rescoped or reduced (if not enhanced) in future iterations of the plan.
- **Future uncertainty:** Part of the reasoning for the dynamic nature of the RTP is the uncertainty associated with the future. For example, the RTP identifies climate-related risks to the Atlanta region are growing. More extreme or unpredictable weather events could have drastic impacts on transportation infrastructure and subsequently travel options. These risks

pose a threat to the regional TDM program impacts and reach if other priorities take precedent, like emergency services planning.

- **Urban Sprawl and Expansion:** The RTP notes how the region is expected to continue growing and evolving, noting how past growth has necessitated certain natural resource areas to be protected due to growth pressures. Where growth occurs in a pattern of urban sprawl and lower-density development, implementation of TDM programs may be more difficult in such auto-dependent areas. Additionally, projects under the "Expansion" investment area are receiving 22% of the total funding allocated in the RTP. While many of the expansion projects are related to expanding Park-and-Ride or transit services, the RTP project list includes several state route-widening projects. Induced demand resulting from these, and similar projects may undermine TDM efforts and related goals, particularly if more funding is routed toward increased roadway capacity vs. other expansion projects.

Atlanta Regional Transportation Demand Management (TDM) Plan

Date Published	2013	**Time Horizon**	2013 – 2040
Lead Organization	Atlanta Regional Commission	**Asset Type**	TDM Administrators, Programs, and Initiatives
Geographic Scope	Atlanta Metropolitan Planning Organization (MPO) area – 18 counties		

Summary

The Atlanta Regional TDM Plan builds on ARC's PLAN 2040. It focuses on outlining a regional framework and strategy for integrating TDM+ strategies into planning, project development, operations, and investment decision-making. There is an emphasis on establishing a regional vision and coordinating TDM efforts on a regional level. ARC aimed for the plan to be a "call to action" to local stakeholders to advance a TDM+ system aligned with PLAN 2040 goals.

The plan includes five key goals: improve customer convenience and user experience; increase transportation connectivity, mode choice and access; streamline regional coordination of policies, programs, services, and investments; leverage and diversify funding sources for program sustainability; and pursue continuous performance and operations improvements. The plan explains how TDM+ activities will help meet the key objectives of PLAN 2040, which are: increase mobility options for people and goods; foster a healthy, educated, well trained, safe and secure population; promote places to live with easy access to jobs and services; improve energy efficiency while preserving the region's environment; and identify innovative approaches to economic recovery and long-term prosperity. The plan summarizes the history of TDM service delivery in the region.

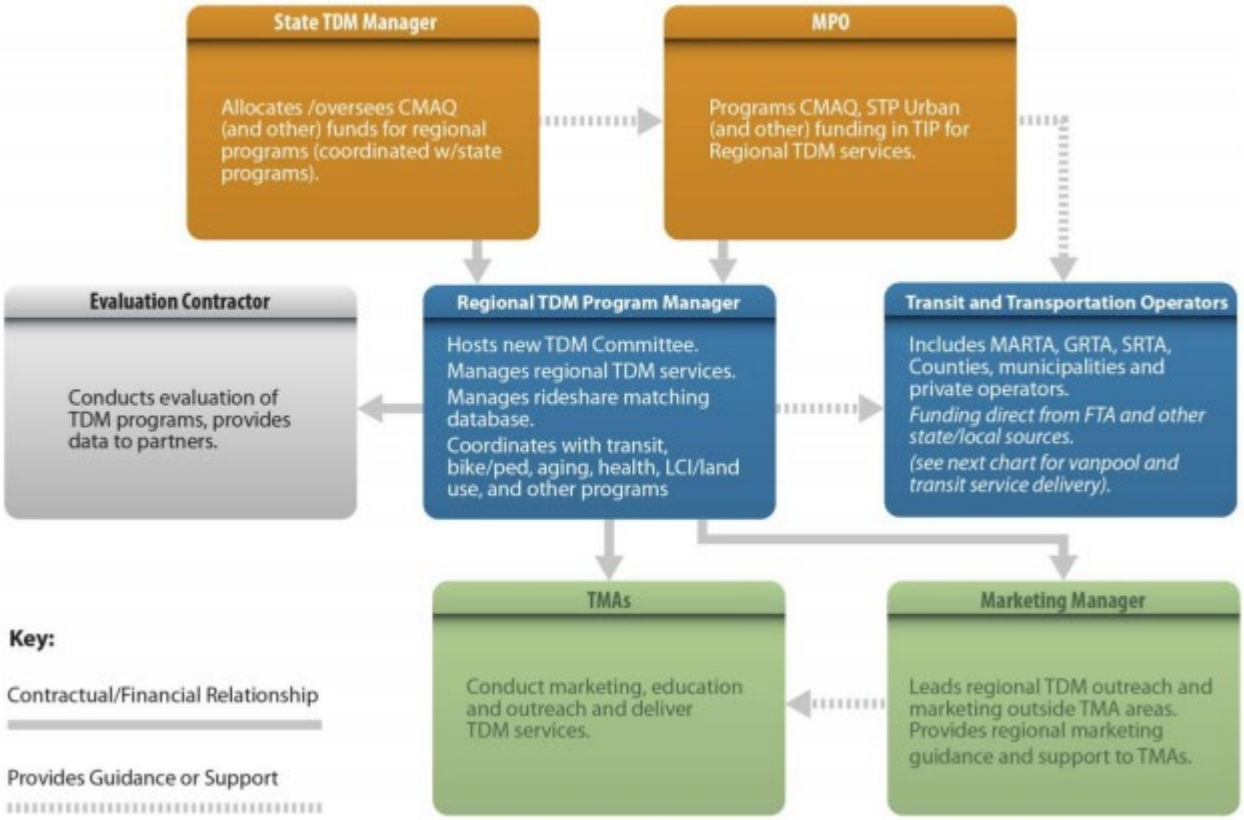
Stakeholder input was key to the development of the plan. Stakeholders participated in a Technical Advisory Committee, which "included representatives from Employer Service Organizations (ESOs), Community Improvement Districts (CIDs), transit agencies, vanpool operators, employers, and federal, state, regional and local agencies." Focus groups and interviews were conducted as well. The process also included an inventory of relevant documents and a SWOT assessment. Based on the research and analysis, there was a need for a TDM plan that would "elevate TDM as a strategy for transportation planning and investment, align TDM and the regional planning process, prioritize traveler needs and perspectives, better integrate conventional TDM strategies (i.e., rideshare and telework) with other infrastructure and policy strategies, better leverage technology, and incorporate performance metrics and evaluation into program improvements."

There is also a separate Regional Vanpool Assessment, Stakeholder Engagement Plan, and a Regional Inventory Report, which inform the TDM Plan.

Key Outcomes

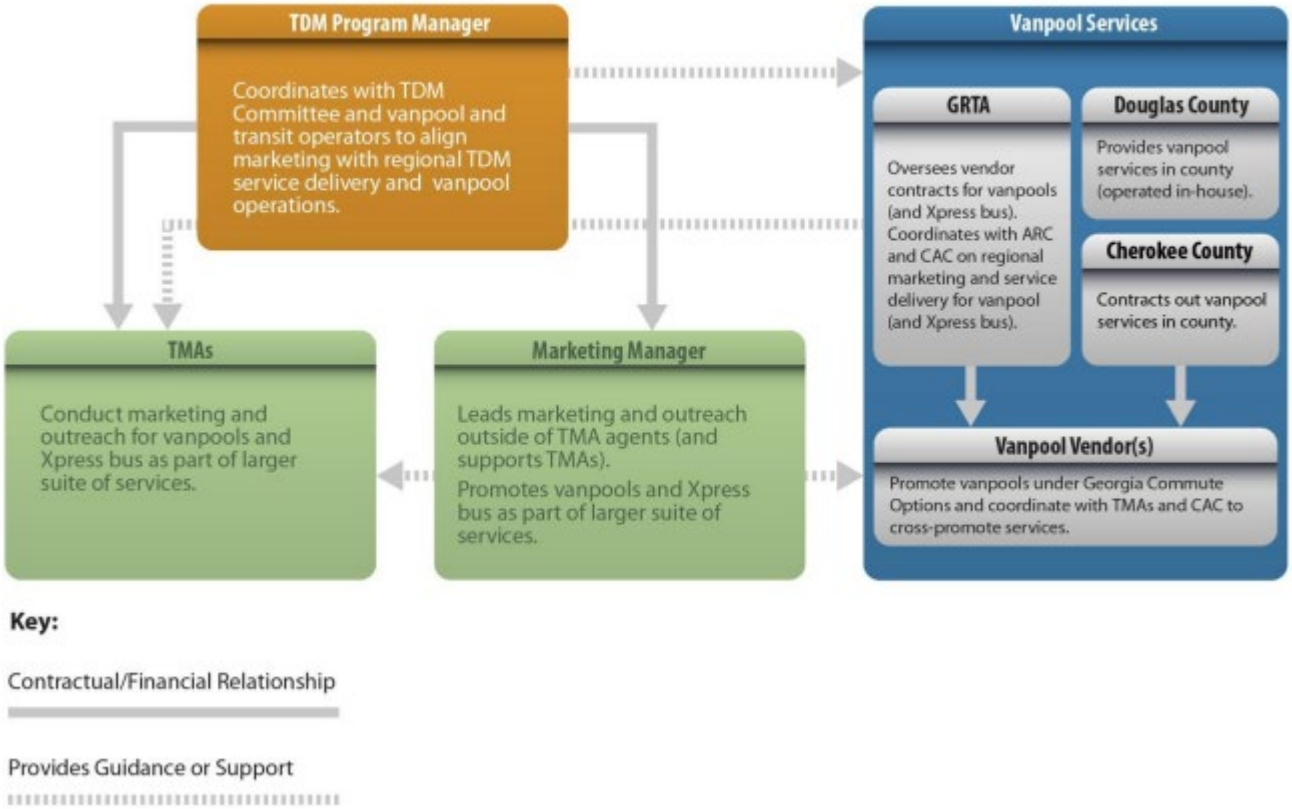
The plan outlines agency and partner roles, recommending some specific agency roles and suggesting that agencies continue to meet to evaluate options. The plan proposes a structure for TDM service delivery:

Figure 3. Proposed Structure for Regional TDM Programs and Services



It proposes that ARC serve as the agency responsible for overall region program management, as it is already a convener of agencies and partners at the local, State, regional, and Federal levels. This proposed structure is based off of the assumption of continued CMAQ funding. It indicates that ARC should be in charge of performance measurement and goal setting, coordinating work plans with service providers, and aligning funding and services with the regional planning process. The TDM Advisory Committee would also provide input into budget decisions, performance measurement, and operating guidelines. It notes that with ARC as the regional TDM Program Manager and GDOT in charge of CMAQ funding allocations, this structure allows for checks and balances.

Figure 4. Proposed Structure for Regional Transit and Vanpool Services



It also proposes a structure for regional transit and vanpool services. Several of these recommendations are for the 3 to 6 months following this plan and focus on coordination and the vendor solicitation process.

For each of the plan's five key goals (see Summary), the plan proposes specific strategies, as well as recommended leads and supporting entities for each strategy. There are twenty proposed strategies in total, with multiple sub-strategies within each strategy.

For example, Goal 4: "Leverage and diversity funding sources for program sustainability" includes sub-strategies such as better leveraging public and private infrastructure investments. Actions for this sub-strategy include exploring how to develop incentives to get public and private entities to invest in TDM-related projects; incentivizing development focused on existing transit infrastructure; and adjusting transportation impact fees to fund TDM improvements.

The plan also details next steps and methods for measuring the success of the plan. Seven of the twenty strategies were selected as priority strategies; for these strategies, the plan specifies the background, key actions, partners, and timeframe for completion. These priority strategies are:

- Build on Georgia Commute Options rebranding to promote seamless customer experience
- Improve connection of TDM to regional information systems
- Improve regional coordination of transportation planning, land use, and travel choice
- Strategically link express bus service, local transit, vanpools, managed lanes and park and ride lots
- Enhance integrated operations, branding and marketing of the regional vanpool program
- Leverage and diversify existing and potential funding sources to support creative, long-term and innovative strategies

- Develop metrics for all programs and services and use the data to make strategic improvements

Funding, program structure, marketing, communications, performance measurement, and connectivity were some of the most common themes of the plan.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

In preparation for the TDM Plan, ARC conducted a SWOT analysis. It was based on findings from the TDM inventory and vanpool assessment process (literature review, best practices analysis, and stakeholder interviews). Stakeholders included "a broad representation of Employer Service Organizations (ESOs), Community Improvement Districts (CIDs), vanpool operators, employers, and federal, state, regional and local agencies." Most of the information below comes from that SWOT analysis.

Strengths

- **Program management, funding, oversight, and coordination**: The region is building off of a long history of successful TDM programming. Since the 1990s, there have been many successful TDM programs, including Employer Service Organizations and Community Improvement Districts. The Employer Services Committee has helped foster many strong partner relationships; many partners cooperate to deliver TDM services. There are sources of funding beyond CMAQ, including tax allocation district funding, private sector grants, and community improvement district funding.
- **Programs, services, strategies, and policies**: Key planning documents already recognize TDM as an important strategy. Data collection and independent program evaluation practices have already been implemented. There is already a strong base of alternative commuters and proven success with using non-traditional TDM strategies. Looking forward (from 2013), PLAN 2040 sets a strong foundation for expanding TDM in the region. The vision and goals of PLAN 2040 are well-aligned with TDM goals.
- **Marketing, outreach, and customer service**: GDOT's TDM rebranding helps create consistent branding for the region. There is dedicated funding for outreach staff and coordination with partners on outreach.
- **Measurement and evaluation**: There is already an extensive performance evaluation process, which can be used to better guide programming and operational improvements.

Weaknesses

- **Program management, funding, oversight, and coordination**: There is likely not (as of 2013) enough funding for the potential increase in demand for TDM services. The processes for funding and planning TDM are not well-linked.
- **Programs, services, strategies, and policies**: There is limited buy-in, support, and input from local governments and senior political levels. There is inconsistent vanpool pricing structure.
- **Marketing, outreach, and customer service**: There is not one clear hub of TDM information – both for internal and external use.
- **TDM program decisions and the regional planning process were not well-aligned**. TDM program funding was included in the TIP, but it was not clear how the TDM vision fit into the regional planning process. There was a lack of well-defined roles, responsibilities, and leadership. Additionally, the existing programs and services were siloed. The data collection efforts were not well-integrated into programming and policy decision-making processes.
- **The plan does not place a significant emphasis on equity or climate resilience**. Because it is from 2013, it does not include significant consideration of emerging mobility trends.

Opportunities

- **Program management, funding, oversight, and coordination**: There are opportunities for new infrastructure projects to improve alternative modes and opportunities for strategic pilots that test new approaches. New technologies are quickly advancing. There are also opportunities to expand non-commute TDM services, including a Regional One Click System for aging adults.
- **Programs, services, strategies, and policies**: Private investment may bring new opportunities for active transportation infrastructure. GRTA's Park and Ride lots have capacity that can be used for SOVs and vanpools.

- **Regional characteristics**: Changing demographics in the region present an opportunity. As both younger and older populations grow – both which are transitioning away from car-based lifestyles on a national level – there will be growing audiences for presenting alternative transportation and housing choices. Stakeholders throughout the region have shown increasing interest in improving TDM services. Additionally, there is strong private sector support and interest in TDM, including from universities, government organizations, and both small and large employers.

Threats

- **Program management, funding, oversight, and coordination**: It has been challenging to secure long-term and diverse funding sources. Funding challenges are linked to the decline in state level transportation funding overall and challenges with local match funding for CMAQ. Politically, across the state there is a desire for lower taxes, which has led to elimination for SR 400 tolls, keeping motor fuel taxes at the same low rate, etc. Following a regional FHWA audit in 2009, there are restrictions in how ARC can use CMAQ funds. This audit also created a lack of trust among some organizations.
- **Marketing, outreach, and customer service**: There is not agreement on the approach for rebranding. TDM has been treated as a niche strategy, which limits its reach.
- **Regional characteristics**: The region's development patterns, parking policies, and not fully connected HOV/HOT network continue to make driving the most convenient choice for commuters. The population continues to grow, placing strains on the transportation system. There is a backlog of needed transit improvements. Transit and active transportation are not always viable options for commuters.

Managing Mobility in the Atlanta Region

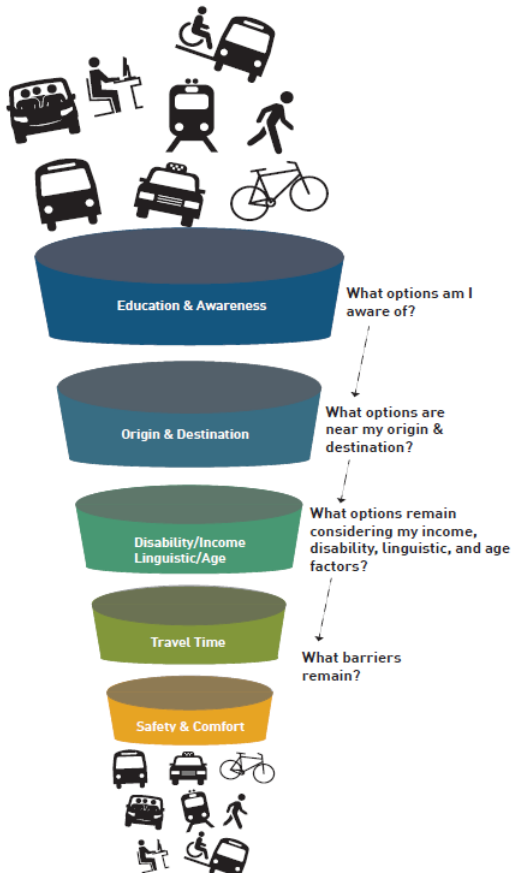
Date Published	2016, adopted March 2017	**Time Horizon**	No specific horizon
Lead Organization	Atlanta Regional Commission	**Asset Type**	Planning and Policy Context
Geographic Scope	Atlanta region		

Summary

This document is a Human Services Transportation (HST) Plan focused on providing "integrated, multimodal transportation" for underserved populations, including low-income populations, older adults, veterans, limited English proficiency populations, and persons with disabilities. It establishes a decision-making framework and recommends local and regional tactics.

The first part of the document is a needs assessment. It notes that older adults, individuals with limited English proficiency, and individuals with a veteran status are more likely to have a disability and/or low income. It provides an overview of HST populations in the region and relevant definitions, explains the transportation options available to these populations, and explores barriers to HST populations. The ARC created a decision-making framework (shown to the right, and featured on page 29 of the plan) based off public engagement, which reflects how HST populations make travel decisions and the barriers that limit their options.

Figure 22. Personal decision-making process funnel



The report discusses origins and destinations for HST populations. It provides maps that depict population-specific access to certain services, such as "population with a disability compared to paratransit coverage" (pg 33.) It explores the four key HST barriers: lack of infrastructure, lack of amenities, lack of affordability, and lack of security and safety (pg 45.)

Part 2 of the plan covers targeted improvements at both the local and regional levels. The document recommends several performance measures and lists potential funding opportunities. It recommends a set of broad strategies for each agency type. For example, it recommends that county agencies expand hybrid demand response services.

Key Outcomes

Key findings of the needs assessment include:

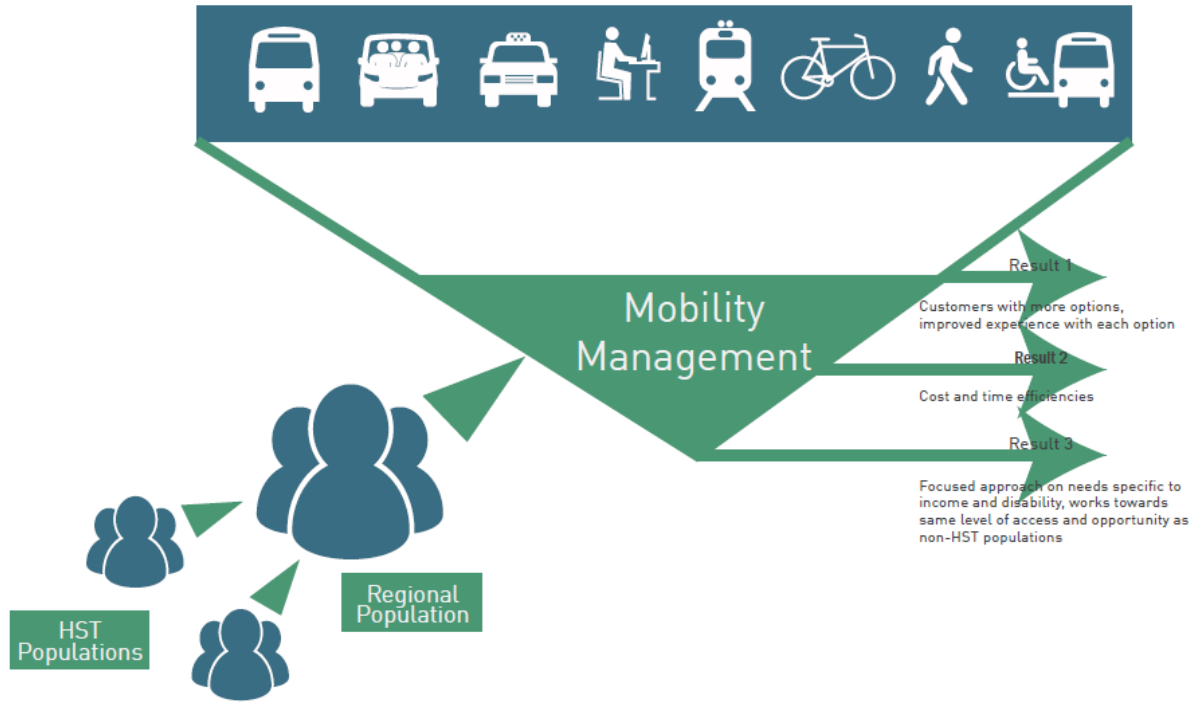
- Non-SOV commuting is becoming increasingly common. Fixed-route/guideway public transit is the most widely used non-SOV option. Teleworking is contributing to the rise in non-SOV commuting.
- Personal characteristics often compound and increase the vulnerability of HST populations.
- Transit access to origins and destinations is not comprehensive.
- Promoting non-SOV options can yield other benefits, such as improvements in congestion, air quality, and public health, as well as a reduced need for public assistance.

Service barriers include:

- Geographically limited paratransit and fixed route coverage
- Costs of transit passes and first/last mile options (TNCs, taxis)
- Mobility management approaches not always incorporating HST populations; lack of smartphones/cellphones
- Lack of amenities for transit, walking, and wheelchairs
- Lack of safety and security

ARC discusses mobility management, noting the importance of explicitly considering HST populations in mobility management strategies. Mobility management "focuses on coordination, capturing efficiencies, integrating modal options, and in some cases, specific needs of Human Services Transportation (HST) populations."

Figure 23. The relationship between mobility management and human services transportation



The document outlines the approach local entities can take to identify strategies. It recommends local strategies by lead agency and mode, including: enhance awareness of HST options, design new services and expand service, improve teleconnect elements, use distance and delay reduction techniques, and enhance nearby amenities. It also outlines regional strategies in the following categories: fixed route/guideway public transit, specialized services, and hybrid demand-response/fixed transit. Additionally, it recommends tactics to help coordinate regional strategies: enhance education and awareness of HST options, improve the application process, implement a common fare structure and procurement protocol, develop service agreements to assist with streamlined service provision, develop common legal frameworks and reporting mechanisms, and embrace regional technology applications.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- ARC conducted public outreach to inform the plan, included anecdotes from participants, and based the decision-making off public engagement. The plan provides helpful data, maps, and narrative to provide a nuanced understanding of some of the key issues faced by HST populations.
- ARC and other local agencies have already taken steps to improve HST. ARC maintains an online resource that shows how to transfer on transit trips involving one or multiple agencies. Some regional transit agencies offer discounted fares and/or vouchers for specific populations. Shuttles in the region help provide first and last mile connectivity. The regional TDM program helps identify options related to carpooling, vanpooling, transit, teleworking, and biking/walking.
- Potential to establish clear metrics outlined in the Evaluate and Monitor section.

Weaknesses

- The plan lists potential actions that agencies can take but does not provide many specific details. For instance, it notes that transit agencies can improve ADA accessibility, but does not go into greater detail. Listing specific agencies and action steps could help make the plan more actionable. The plan also does not go into much detail about existing efforts. The Targeted Improvements section is general enough that it could apply to many metropolitan areas.
- The document seems to be created solely by ARC, without input from other agencies (unclear). It could be helpful to bring the ATL and local agencies into the conversation.
- Transferring between different agencies' services does not seem straightforward. Additionally, the plan mentions system issues that may present HST challenges, including malfunctioning elevators, inconsistent stop announcements, sidewalks that make many bus stops inaccessible, construction projects, lack of ADA paratransit services, and infrastructure disrepair. Volunteer network options are not tracked in a regional database and may not always be ADA accessible. Understanding the complex transit network can be a challenge for older adults. Affordability is also a major issue for many HST riders.
- The plan does not discuss how climate change could exacerbate some of these vulnerabilities, such as with the urban heat island effect.
- The plan was produced before new technology introduced silver Breeze card compatible with all regional transit fares and developments with mobile ticketing.
- The plan does not discuss access to telework/teleconnect from an equity lens.

Opportunities

- The plan mentions that "improving public transit, and other non-SOV options more broadly, could benefit not only HST populations, but the entire Atlanta region's population." In order to leverage funding, there could be opportunities to demonstrate how HST improvements support TDM efforts, and vice versa.
- The plan suggests adopting software to provide passenger updates on vehicle location, which could support TDM efforts. The ATL is currently working on a mobile application, so perhaps that effort could include elements to support HST populations.
- A unified transit fare system could help resolve some of the information barriers and challenges with transferring.
- While MARTA does have a trip planner that allows users to indicate whether they need wheelchair accessibility, there could be an opportunity to create a more thorough trip planner that allows users to indicate a variety of needs and preferences. The ATL's Multimodal Trip Planner, which currently exists in a beta version, could be expanded to include more specific ability and technology needs. MARTA's Interactive System Map could also incorporate accessibility elements.

Threats

- The geographic layout of the metropolitan area makes it much more difficult to provide comprehensive suburban transit coverage than to provide urban coverage, but the majority of metropolitan jobs are now in the suburbs.

ARC Bike-Pedestrian Plan – Walk, Bike, Thrive!

Date Published	March 2020	**Time Horizon**	2020-2025
Lead Organization	Atlanta Regional Commission	**Asset Type**	Planning and Policy Context
Geographic Scope	Metro Atlanta		

Summary

Walk, Bike, Thrive is the active transportation component of the Atlanta Region's Plan transportation element. It includes both a **regional framework** to inform ARC decision-making as well as a **local framework** focused on how regional partners and local jurisdictions can play a role in this effort. This regional/local approach was designed to align with ARC's primary roles: allocating federal funding, providing technical assistance to local partners, and facilitating regional conversations on key policy issues. The graphic to the right shows the role of ARC in active transportation planning. The report is organized into seven separate documents, several of which are described in the following sections.

Part 1: Recommendations

This asset was created to support the Atlanta Region's Plan goal to make the region "one of the most connected and safest regions in the United States for walking and bicycling" in order to improve "**mobility, safety, and economic competitiveness**." It explains how it supports the Atlanta Region's Plan objectives related to developing **world class infrastructure, healthy livable communities, and competitive economy**. Equity and access for all residents and communities is interwoven into many goals and discussions throughout the plan. Beyond the goals established in the Atlanta Region's Plan, this plan includes other goals:

- Create walking and bicycling options for everyone in every community
- Ensure safer and more accessible bicycling and walking in the region
- Tie walking and biking improvements to quality of life, economic competitiveness, and health
- Establish a vision for a Regional Trail Network
- Build a strategy based on compounding growth and relentless incrementalism— i.e., where do we start and what do we do next?
- Use the region's pivoting growth and fresh momentum so that in 5 years Atlanta can market itself as one of the most walk-friendly and bike-friendly regions in the nation

The Local Framework section provides guidance for cities and counties on topics such as: elements of high-quality active transportation systems, how to become a Walk-Friendly and Bike-Friendly Community, tips for developing pedestrian and bicycle plans, policy recommendations for local governments, guidance on evaluating and monitoring outcomes, recommendations for funding, decision-making process recommendations, and programming and marketing ideas.

Part 2: Assessment of Regional Travel Patterns and Existing Conditions

This document summarizes the geographic, demographic, and government context for the region. It includes a detailed breakdown of commute patterns and describes funding trends.

Part 3: Public Participation and Priority Topics

This element describes the public outreach methods, including a community survey, a community forum, advisory groups, an Active Transportation Project Delivery Forum, and sidewalk and handlebar interviews, as well as the outreach findings.

Bike to Ride: An Idea Book of Regional Strategies for Improving Bicycle Access to Transit

This supplemental report provides more detail on one of the five key strategies: "Work closely with transit providers to a) improve access to transit stops and b) improve the quality and quantity of transit service." Four goals advance this vision:

- Improve roadways around transit stops and stations
- Improve access to transit system at stops and stations
- Mitigate transit and bikeway conflicts
- Improve bike parking at transit stops and stations

It includes information about network planning, project prioritization, mitigating bike-bus conflicts, bike-friendly park and ride lots, retrofitting suburban network design, accommodating bike and transit trips for all ages and abilities, and bike parking ideas. It describes several "low cost, high impact solutions for improving connectivity to transit."

Other Elements

Regional Trail Vision: 2020 limited update to "Envisioning a Regional Trail Network" describes the trail connectivity strategy, equity considerations, and programmed trails. The other two elements are resources that local agencies can use: *Safe Streets for Walking and Bicycling: A Regional Action Plan for Reducing Traffic Fatalities in Metropolitan Atlanta* and *Regional Workbook for Complete Streets*. The workbook describes the regional strategy for complete streets, how data and policy can inform Complete Streets, and many planning and design considerations.

Key Outcomes

The intended outcomes of the plan are enhancing safety, mobility, and economic competitiveness throughout the region. The key TDM component of the plan is the emphasis on increasing walking, biking, and transit mode share. All of the strategies tie back to this objective, but some strategies more directly relate to TDM. For example, the Local Framework section of *Part 1: Recommendations* includes several programming and marketing ideas, such as bike-to-work challenges and employer incentives. The *Bike to Ride* element also explicitly focuses on non-single occupancy vehicle travel. The *Recommendations* element includes several "immediate action steps," including:

- Establish a Walk Friendly and Bike Friendly Communities Resource Center.
- Develop a Walk Friendly and Bike Friendly Technical Assistance Program for the ARC region.
- Convene an Annual Walk and Bike Friendly Forum.
- Create a High Crash Corridor Safety Program.
- Develop a strategy to maximize the use of federal transportation funds for walking and bicycling.
- Produce a regional walking and biking safety action plan.
- Provide evaluation and measuring assistance.
- Create leadership training for board members and member jurisdiction leadership.
- Offer regional trail coordination assistance.

"Regional organizing principles" and other key strategies include:

- Focusing investments in areas that enable short trips for walking, biking, and transit. The plan uses travel sheds as a key concept for thinking about this strategy. The walking access shed is a 1-mile radius, and the biking access shed is a 3-mile radius.
- Taking an "opportunistic approach to Complete Streets;" for federally funding projects, implementing Complete Street principles on every roadway.
- Supporting local efforts to become walking and bicycling friendly communities.

- Using a Regional Focus Area framework, which is a data-driven approach that identifies priority areas based on safety, mobility, economic development, and equity geospatial data.
- Using the ARC Equitable Target Area (ETA) index to guide and track investments. This geographic index incorporates data on age, educational attainment, median housing values, poverty rates, and race, to help guide investment decisions. TDM-related data includes the percentage of residents in the region that live within an ETA, percentage of workers that work within an ETA, car ownership within ETAs, and trail and transit access within ETAs.
- For the regional trail network strategy, closing network gaps and expanding the network of trails of regional significance.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- ARC has carefully thought through the role it can play in enhancing active transportation in the region, including by empowering local actors to further this work. It has created many valuable resources, including the Complete Streets workbook and the transit access guide, for helping local agencies encourage non-SOV modes. It conducted extensive public outreach and research to better understand commuting and mobility patterns, how people make travel decisions, and what changes people would like to see.
- Equity considerations are interwoven throughout the plan. The Equitable Target Areas framework and Regional Focus Area framework are tools that ARC can use to promote equitable outcomes as well as a data-driven approach to planning.
- The share of federal funds in each TIP for active transportation projects has increased over the past four TIPs. In the most recent TIP, approximately 5% of the funding went to walking and biking projects. ARC requires that all projects it funds and programs in the TIP are consistent with complete streets principles.
- ARC is working to provide insight into the role of active transportation in reducing emissions and enhancing air quality.

Weaknesses

- The plan does not discuss how climate change may affect active transportation. ARC suggests that agencies implement commute challenges and incentives but does not seem to implement any TDM-related active transportation programs.
- The plan does not establish metrics to evaluate and monitor progress.

Opportunities

- 75% of walking trips are less than 1.2 miles and 75% of bike trips are less than 4 miles, which means that the greatest opportunity to increase active transportation mode share is to focus on “making walking and biking attractive alternatives to driving for trips of 3 miles or less.” Growth in the region and new roadway projects create new opportunities for Complete Streets, particularly on state-owned and federally funded roadways. The federal government is increasingly promoting walkable communities as a solution to the obesity epidemic.
- There are many opportunities to collaborate, such as partnering with community groups on demographic-specific programs and partnering with schools on Safe Routes to Schools programs. Local organizations, such as Community Improvement Districts, can help identify projects, secure funding, and build community support.

- The rise of transportation network companies and driverless cars may reduce demand for parking and may reduce congestion, freeing up travel space for biking and walking; create opportunities to prioritize active transportation at traffic signals; help improve safety; and help combat the perception that car ownership is necessary to live in Atlanta.
- During public engagement efforts, residents expressed widespread support for greater investment in transit and improved walkability.
- ARC is in a good position to facilitate regional collaboration, and there was support among stakeholders for ARC to serve as a regional convener and facilitator. See images to the right and below for funding and partnership opportunities.
- Share of active transportation trips increasing during the pandemic. Local trails and bike network, as well as potential quick-build projects should be assessed.

Recommendations for Funding Walking and Biking Projects

	Short term Project < 2 years	Long term Project > 2 years
Small budget	Neighborhood Associations Community Improvement Districts Crowdsourcing Non-Profit Grants Impact Fees Infrastructure bonds Governor's Office of Highway Safety Local taxes Local health departments Foundation grants Individual donors	Federal Transportation Funds Capital Improvement budget funds State Programs: • *Georgia Department of Transportation* • *Recreational Trails Program (Dept. of Natural Resources)* • *Community Development Block Grant (CDBG)*
Big budget	Foundation grants Individual donors Community Improvement Districts Public-Private Partnerships Infrastructure bonds Local taxes	Federal Transportation Funds Congressional earmarks

Threats

- There are inequities in access to alternate modes as well as in safety. Communities that need active transportation and transit infrastructure the most often do not have adequate infrastructure. Atlanta is ranked as one of the 10 most dangerous places to walk. 37% of bike crashes occur within Equitable Target Areas, while only 22% of the population lives in these areas. Total federal funds for Transportation Improvement Programs (TIPs) have declined over the past four TIPs. The rise of transportation network companies and driverless cars may be a threat to bicycle and pedestrian mode share.
- There are technical challenges in forecasting active transportation mode shift. Commitment and capacity for improving bikeability and walkability varies widely among agencies in the region. Currently, just 5% of residents currently walk, bike, or ride transit for daily trips. Connectivity and safety concerns were commonly expressed in public engagement efforts. Land use patterns and unequal access to transportation contribute to very low social mobility in Atlanta.

Livable Centers Initiative 2015 Report

Date Published	June 2015	**Time Horizon**	None specified
Lead Organization	Atlanta Regional Commission	**Asset Type**	Planning and Policy Context
Geographic Scope	Atlanta region (has funded plans in 17 counties)		

Summary

ARC launched the Livable Centers Initiative (LCI) in 2000 in order to "provide access to a variety of travel modes including transit, roadways, walking and biking; encourage mixed-income residential neighborhoods, employment, shopping and recreation options; and develop an outreach process that promotes the involvement of all stakeholders." Through LCI, the ARC awards funds for planning, local code updates, and transportation projects focused on livability. Local governments provide a match of at least 20 percent.

In total, the ARC Board has allocated $184 million of federal funding towards LCI studies and projects. It has allocated $8.2 million for the development of 112 LCI Master Plans in various counties; $3.7 million for supplemental studies, and $172 million for transportation projects.

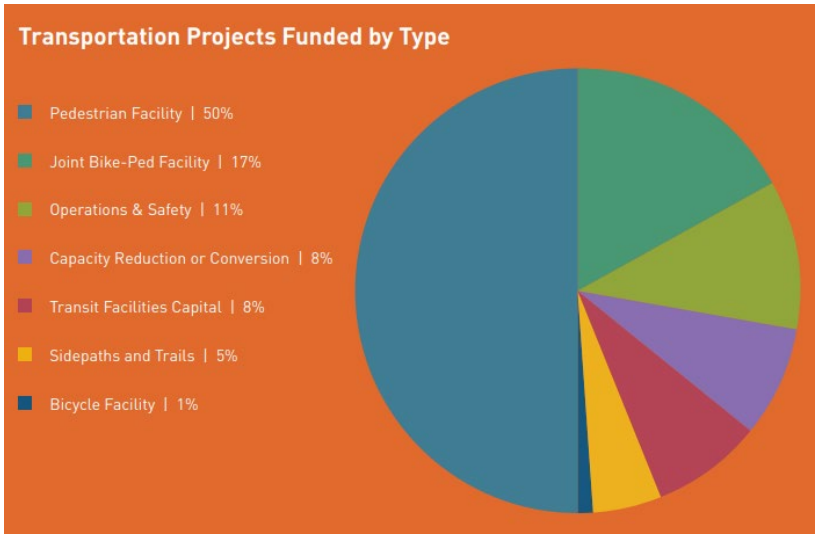
The LCI 2015 Report includes key statistics about the program as well as several specific examples.

Key Outcomes

In order to observe the type and pace of development in LCI communities, ARC conducts a Development Inventory Survey. ARC tracks the square footage, location, and type (residential, commercial, office, or open space) of development. Since 2000, LCI communities have initiated 242 mixed-use developments and developed 46 million square feet of office space, 43 million square feet of commercial space, and 17,000 hotel rooms. LCI communities have developed and renovated 75 public and civic features such as schools, parks, senior centers, and libraries.

The LCI approach focuses on making communities easier to get around, providing greater access to a variety of travel modes, jobs, and services. It supports TDM goals by encouraging a shift away from single occupancy vehicle travel. It encourages mixed-use development, so that many people would not need to travel far for work, school, food, and other services in the first place. It encourages partnerships and the involvement of stakeholders.

LCI has not only helped communities execute specific projects but has also encouraged new ways of planning and incentivizing development. Many LCI communities have updated street design standards, zoning ordinances, Master Streets plans, sign ordinances, and more.



LCI has funded 105 transportation projects. LCI places an emphasis on first- and last-mile connections, particularly through bicycle and pedestrian facilities. Of the 38 MARTA rail stations, 35 are located within LCI areas. The figure below shows the types of transportation projects funded through LCI. Vehicle miles traveled per capita has dropped from 13 percent since the program was founded in 2000 – from 32.1 to 28 miles.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- This program promotes a comprehensive, multimodal approach to planning. It helps connect employment, housing, and more. LCI helps improve first- and last-mile connectivity. It engages a variety of stakeholders.
- LCI projects demonstrate success in funding and building projects that improve mobility; there are clear, measurable outcomes that stakeholders and community members can point to.

Weaknesses

- This document is not detailed – it does not explain how funding is allocated and if there are equity, climate, or other considerations.

Opportunities

- Since LCI projects involve stakeholders such as employers, schools, and community improvement districts, there could be opportunities to leverage these relationships for TDM programming and communications.
- With the recent establishment of the ATL, state bond funding, and SPLOST, there could be new opportunities. For instance, since many LCI communities are located near MARTA and other transit stations, ARC could bring the ATL into LCI conversations. State bond or SPLOST funding could support LCI projects.
- The regional TDM program can identify and assist with LCI applications in underserved areas, which may influence local TDM policy and planning.

Threats

- For communities with fewer resources, it can be difficult to put together funding applications and to provide matching funds. This dynamic can present equity challenges; more resourced communities can more easily create “shovel-ready” projects. Changes in staff, limitations in local government capacity, and changes in political administrations can also present challenges with taking projects from start to finish.

Atlanta Regional Transportation Systems Management and Operations (TSMO) Strategic Plan

Date Published	2020	**Time Horizon**	2020-2030
Lead Organization	ARC	**Asset Type**	Planning and Policy Context
Geographic Scope	Regional		

Summary

The TSMO Strategic Plan identifies a ten-year strategic course of action to achieve the regional vision: *Transportation systems across the Atlanta region are managed and operated to optimize safe, reliable, and efficient travel for all system users—people and freight— contributing to sustainable economic growth and a high quality of life*. The plan's stakeholder engagement activities included working group meetings, stakeholder interviews, surveys on regional strengths and weaknesses and TSMO strategic plan priorities, as well four workshops on 1. establishing the Regional TSMO/ITS vision, 2. ITS architecture, 3. Transportation technology, and 4. TSMO strategic plan. Members of the plan steering committee included ARC, Atlanta-Region Transit Link Authority (ATL), GDOT, Georgia Regional Transportation Authority (GRTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), and the State Roads and Tollway Authority (SRTA).

Overarching goals of the plan most relevant to TDM are efficient, seamless travel; environmental benefit; equitable access; and reliable travel times. Within the strategic plan, the eight strategic initiatives include 30 priority actions, along with checklists that include short-, mid- and long-term actions. Figure 6 illustrates the eight initiatives and connections between them. The initiative "Advance Mobility as a Service (MaaS)" is most applicable to TDM and focuses on strategies that support alternatives to driving alone, including bicycling and walking, use of TNCs, and mobility options for first mile/last mile connections to transit. It includes the priority actions: 8.1 Access to mobility options, 8.2 Mobility platform, and 8.3 Incentivize Travel Options.

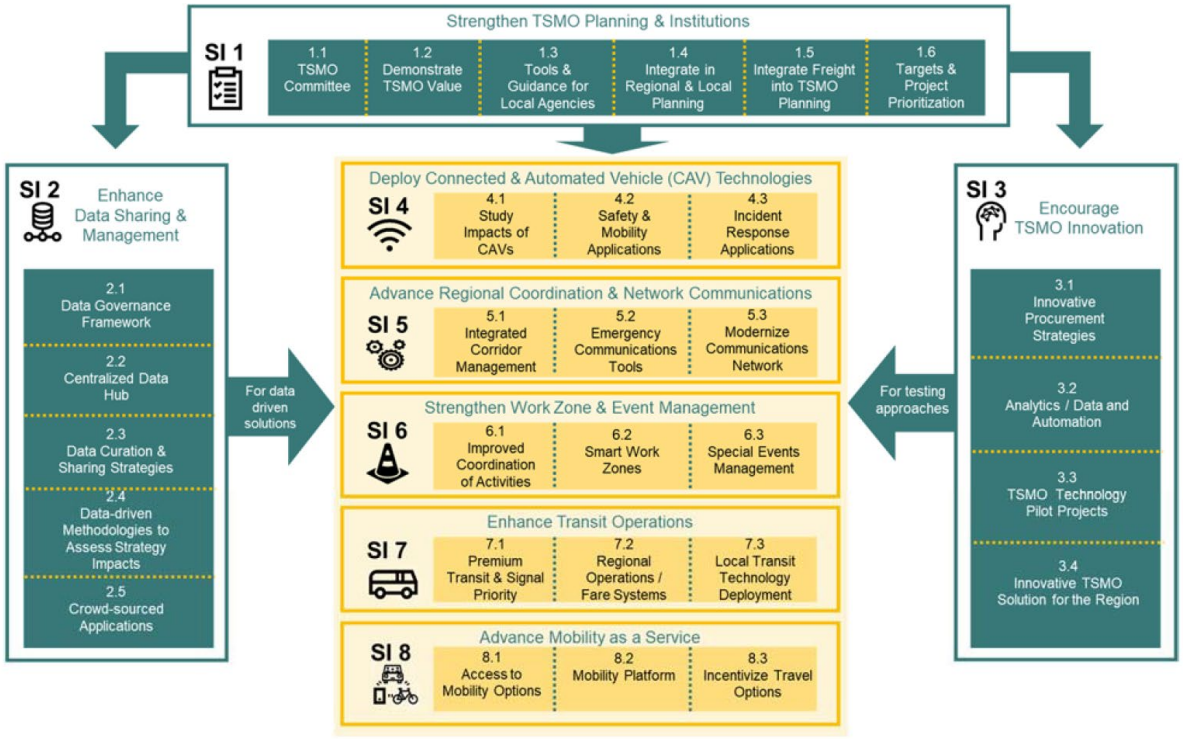


Figure 6. Connections across Strategic Initiatives and Priority Actions

Key Outcomes

The plan's first three initiatives focus on strengthening TSMO foundational elements that will also strengthen TDM – collaboration, data sharing, culture of innovation. The plan recommends that ARC play a key role in support of implementation of this plan through the formation of a TSMO Committee. ARC will track progress on actions outlined in the plan and will adjust them as needed. ARC will continue to monitor and report on transportation system performance outcomes to assess progress toward the TSMO vision and goals of the plan. Recommended actions of the MaaS initiative, the initiative most closely aligned with TDM, are summarized below:

- MaaS Action *8.1: Promote and Increase Access to Safe, Affordable and Environmentally Friendly Mobility Options* is particularly focused on vulnerable or underserved populations, as well as transit gaps where first/last mile solutions may apply. Key actions are to implement policies/regulations to ensure that existing and new mobility alternatives also serve vulnerable areas/populations, to develop action plan, remediation, and guidance on how transformative technologies may address mobility challenges, and to invest in pilots to address mobility challenges. ATL is the lead.
- MaaS Action *8.2: Develop A Mobility Platform that Includes an Integrated, Multimodal Trip Planning and Electronic Payment and Booking System* is a one-stop gateway that enables the users to plan, manage and pay for trips, all from a single account. Initial development of this platform is related to the FTA IMI grant awarded to ATL for a Branded Multi-Modal Journey Planner. ATL is the lead.
- MaaS Action *8.3: Identify Opportunities to Further Incentivize Sustainable Travel Options* involves developing incentives, subsidies and rewards to promote sustainable travel options. Key actions are to develop a playbook on sustainable travel options including underserved communities, initiate a pilot grant program to promote innovation, and secure funding to meet long-term goals such as sufficient availability of wheelchair accessible vehicles. ARC (Georgia Commute Options) is the lead.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- The regional transportation demand management program (through Georgia Commute Options, TMAs and incentives programs) is cited as one of the region's overall TSMO strengths, along with coordinating traffic management, e.g., through the Regional Traffic Operations Program (RTOP); emergency response services such as Georgia DOT's successful Highway Emergency Response Operators (HERO) program; and deployment of connected vehicle (CV) technology.
- The plan's initiative #1 to Strengthen TSMO Planning and Institutions could also strengthen TDM with respect to MaaS and other related initiatives through a TSMO committee, increasing visibility of projects to the public, tools and guidance for local partners, integrations with local and regional planning, incorporating freight into planning, and strengthening project prioritization.
- Implementing targeted demand management strategies (e.g., incentives) and enhancing communication for special event management is a priority action (#6.3) for the initiative to Strengthen Work Zone and Event Management. This includes stakeholder coordination, marketing alternative TDM mode switch, and marshalling multimodal service alternatives, along with technological solutions such as realigning signal system coordination and system monitoring.

Weaknesses

- The plan does not explicitly identify any weaknesses intrinsic to the regional TDM program. However, the plan notes that there is no centralized data hub or data management structure to maintain or distribute modal information. This could be interpreted as a weakness of the ARC TDM Dashboard - that it is not coordinated with data analytic tools/repositories under development by other agencies such as GDOT and ATL.

Opportunities

There has recently been a proliferation of shared use bike and micromobility vehicles to augment traditional mobility options, providing new, low-cost alternatives that can help to improve connections to public transit and support more efficient trips.

There are opportunities to expand the focus of TSMO beyond optimizing travel on the road network into optimizing people movement via shared modes, and even avoiding trips altogether through telework. For example:

- The region allows high occupancy and electric vehicles (HOV/E) to use HOV lanes and travel for free on selected Express Lanes. The network of priced managed lanes is expanding, and the region could provide for HOV-3 free use on all Express Lanes.
- Increase the focus on bicycle and pedestrian movement at intersections and along travel networks.
- There are currently gaps in transit service and affordability that could potentially be addressed through further partnerships across transit agencies and private sector service providers.
- COVID-19 pandemic has validated the feasibility of more people working from home, and there may be opportunities to increase the share of employees telecommuting over the longer term.
- Several transit agencies are interested in and seeking opportunities to implement Transit Signal Priority (TSP), and with most intersections supported by centralized signal controllers, advanced TSP strategies could be initiated across the region for multiple transit agencies. The region has a strong venue for coordination across transit services via the Atlanta-Region Transit Link Authority (the ATL).
- Stakeholders such as Hartsfield-Jackson Airport and CobbLinc park and ride lots are planning future smart parking services like sharing real-time information parking with the GDOT TMC. Future deployments could provide a real-time parking availability data feed for a broader network of parking facilities.

Threats

The Atlanta region overall has a “car culture” compared to other large metro regions, which creates challenges in encouraging alternatives to driving alone. Challenges that can be interpreted as threats to the regional TDM program include limited multi-modal technology applications to advanced traveler information, trip planning, payment integration, infrastructure needs, and bike/ped safety:

- There is limited application of active demand management strategies and integration of transit and other modes in corridor management, e.g., through advanced traveler information about transit, park-and-ride availability, and on-demand transit.
- The region also lacks multimodal trip planning tools or a consolidated platform to share mobility option data including schedules and real time information related to shared use vehicles (bikes, e-scooters, and cars), microtransit, and TNCs/rideshare services. There are currently challenges with sharing multimodal schedule and real time information due to General Transit Feed Specification (GTFS) inconsistency and differing formats and quality, however, ATL is overseeing an ongoing project to rectify GTFS inconsistencies across operators.
- The region lacks an integrated multimodal electronic payment and reservations system for seamless payment (e.g., toll, transit, parking, electric charging stations, shared use micromobility vehicles).
- There are infrastructure gaps/needs to support new mobility options to incentivize use, recoup costs, effectively manage street space, and reduce lanes blocked by private services or deliveries.
- There are limited technology deployments focused specifically on pedestrian and bicyclist safety. There is lack of ITS Architecture services packages and bicycle/pedestrian detection is currently limited. However, GDOT has plans for deployment of CV applications that support drivers with information about pedestrians in signalized crosswalks.

ARC Regional Safety Strategy: Literature Review Draft

Date Published	October 1, 2021	**Time Horizon**	Not specified
Lead Organization	ARC (Prepared by VHB)	**Asset Type**	Planning and Policy Context
Geographic Scope	Twenty-county Atlanta Metro Region		

Summary

This white paper is a draft literature review that summarizes the state of safety practices in the Atlanta Metro Region. It is part of ARC's work to establish a Regional Safety Strategy (RSS), which will focus on addressing the increasing number of traffic fatalities and serious injuries, particularly amongst cyclists and pedestrians. It contains the following sections:

1. A review of regional and statewide safety plans
2. A review of regional and statewide safety policies
3. A summary of national noteworthy practices
4. A review of socioeconomic and demographic variables related to safety
5. A review of health and equity literature related to road safety

Key Outcomes

This document only briefly mentions TDM. It notes that the Atlanta Regional Transportation Demand Management Plan (2013) is focused on helping residents move away from single-occupancy travel, and to do so, it is important that that people see that other modes are safe. However, there is a major emphasis on enhancing the safety of alternative modes, including walking, cycling, and transit. Many of the documents describe strategies or highlight issues relevant to TDM:

- The *Livable Centers Initiative* incentivizes local jurisdictions to re-envision communities as vibrant spaces with enhanced access to a range of travel modes. This initiative takes a more multimodal approach, focused on building out networks, developing around transit hubs, and improving connectivity.
- *Safe Streets for Walking and Bicycling* discusses improving road design to improve walking and cycling safety, ultimately moving towards a complete streets approach.
- The *Regional Workbook for Complete Streets* emphasizes the role of bicycle and pedestrian improvements in improving safety and mobility.
- The *More MARTA Program* includes the guiding principle: "enhance safety and access to transit centers and MARTA stations."
- *Complete Trip – ITS4US* is focusing on achieving complete trips for underserved communities using ITS.
- The *GDOT Bicycle Safety Action Plan* and *GDOT Pedestrian Safety Action Plan* identify data-driven investment strategies for improving cyclist and pedestrian safety.
- The *GDOT Statewide Transit Plan* recommends enhancements to promote transit safety.
- *GDOT Statewide Connected Vehicles Deployment Experience and Plan* looks at CV features that improve safety including, pedestrian in crosswalk warnings and transit signal priority.

These policies support alternative modes:

- *GDOT Complete Streets Policy* discusses GDOT's multimodal approach to planning, as well as funding mechanisms.
- Brookhaven and Dunwoody city councils have adopted Vulnerable Road Ordinances, which spell out more specifically how drivers, cyclists, and pedestrians are supposed to interact on the road.

These resources look at equity as it relates to multimodal safety:

- *Walk, Bike, Thrive!* explains that often, communities that rely most on alternative modes have the least access to them, which creates disparities in safety risks.
- The *Human Services Transportation Plan* notes that perceptions of safety significantly influence HST populations' choice of travel mode.

The document also outlines national noteworthy practices from a variety of research publications and manuals. There is a lot of valuable information on how to improve safety, including for cyclists, pedestrians, and transit users. Some TDM-related topics include facilities for bikes at commercial and office buildings, bicycle and pedestrian user classes, and CV practices such as bike traffic signals and bus stop warning applications.

There is also a section on socio-demographic literature, which looked at factors that can influence safety. Relevant papers included: "Why Cities with High Bicycling Rates Are Safer for All Road Users" (2019) and several documents on factors for bicyclist and pedestrian safety. Finally, there is a section on health and equity. Relevant documents include "Income Disparities in Street Features that Encourage Walking" (2012) and the Metro Atlanta Equity Atlas.

The key outcome of this document will be the RSS. This literature review helps ensure that the wide range of strategies, policies, equity considerations, and best practices will be incorporated into the RSS. It seems that there will be a significant emphasis on bicycle and pedestrian safety, but it is unclear if the RSS will explicitly discuss TDM initiatives.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

This document provides a wide-angled view of safety initiatives in the region; it summarizes the safety elements of County CTPs and several documents from GDOT, ARC, and transit providers, as well as a long list of literature on national noteworthy practices and socio-demographic safety elements. It helps ensure that safety plans consider all modes, rather than focusing on single-occupant vehicle travel. It demonstrates that local, regional, and state agencies are considering safety from multi-modal perspectives through initiatives like Complete Streets, complete trip, Vision Zero, curbside management, transit planning, and transportation systems management & operations.

Weaknesses

The document only briefly mentions TDM. It does not show a strong connection between TDM programs and safety initiatives. It does not discuss climate change. It does not discuss the role of incentives, employer programs, etc., in promoting safe commutes.

Opportunities

Many of the documents included in this plan have a significant emphasis on alternative modes. Therefore, there could be an opportunity to show that TDM could promote safety initiatives. ARC could leverage TDM efforts to promote safety in the region and could leverage safety efforts to promote TDM. Since this is a white paper in preparation for a broader strategy, there could be opportunities to explicitly discuss TDM in the RSS.

Threats

There are currently safety disparities and accessibility disparities for a number of modes.

2020 ATL Regional Transit Plan (ARTP)

Date Published	November 2020	**Time Horizon**	2020
Lead Organization	Atlanta-Region Transit Link Authority	**Asset Type**	Planning and Policy Context
Geographic Scope	13-county Atlanta region		

Summary

The 2020 ATL Regional Transit Plan is an update of the 2019 ATL Regional Transit Plan (ARTP). To update this mandated regional plan, project sponsors, including local governments, Community Improvement Districts, and transit operators, submitted projects for inclusion in the ARTP. The ATL's governing structure and planning process, summarized in the figures below, is covered in detail in the plan. The ATL is required to annually review and regularly update the plan.

This document plays an important role in allocating funding:

- "It serves as the primary source of transit projects for inclusion in the Atlanta region's short-term Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP) developed by the Atlanta Regional Commission;
- It serves as the source of transit projects submitted to the Governor and General Assembly for potential inclusion in the annual state bond package; and
- it serves as the source of transit projects that may be funded through county-level transit special-purpose local-option sales tax (SPLOST) referenda."

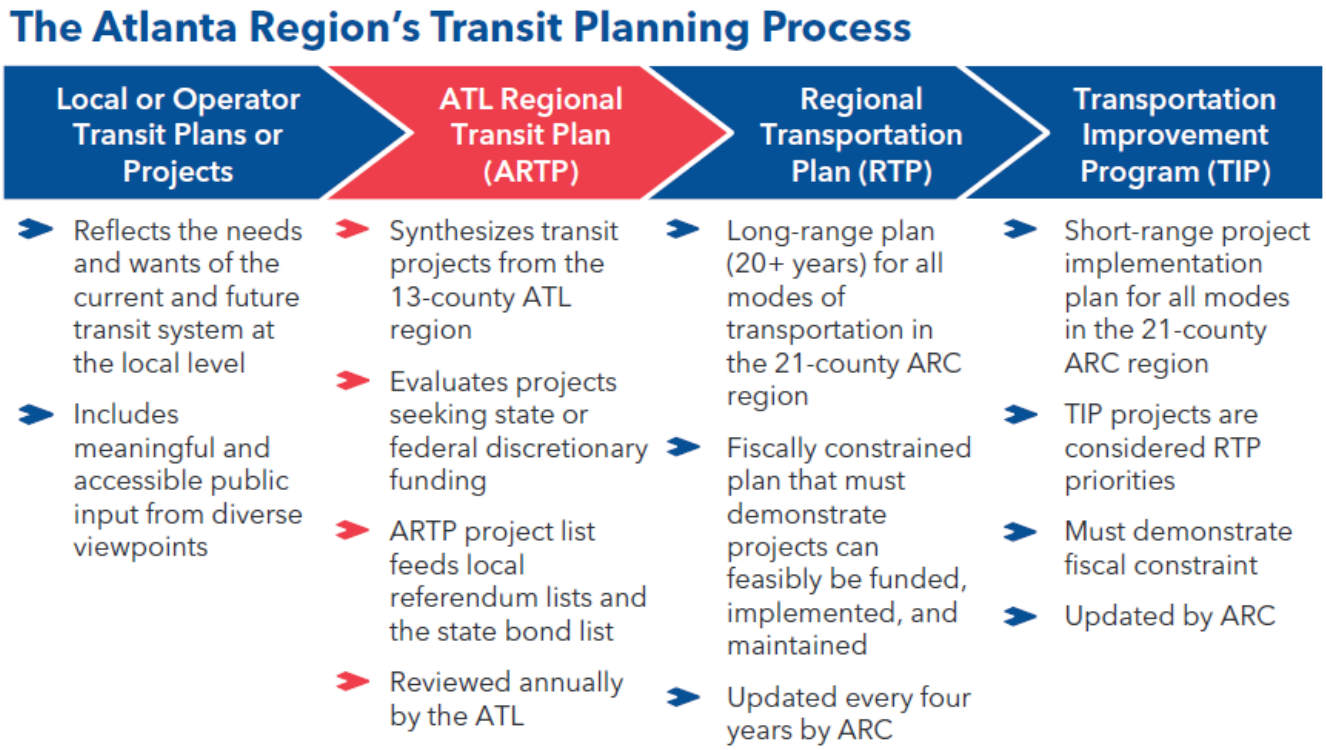


Figure 3: The ARTP in the Planning Process

Figure 4: ARTP Development and Evaluation Process

The ATL has six governing principles: Economic Development and Land Use, Environmental Sustainability, Equity, Innovation, Mobility and Access, and Return on Investment. These principles serve as the basis for measures and criteria within the ARTP Performance Evaluation Framework. The ATL uses two evaluation tracks, shown in the figure below.

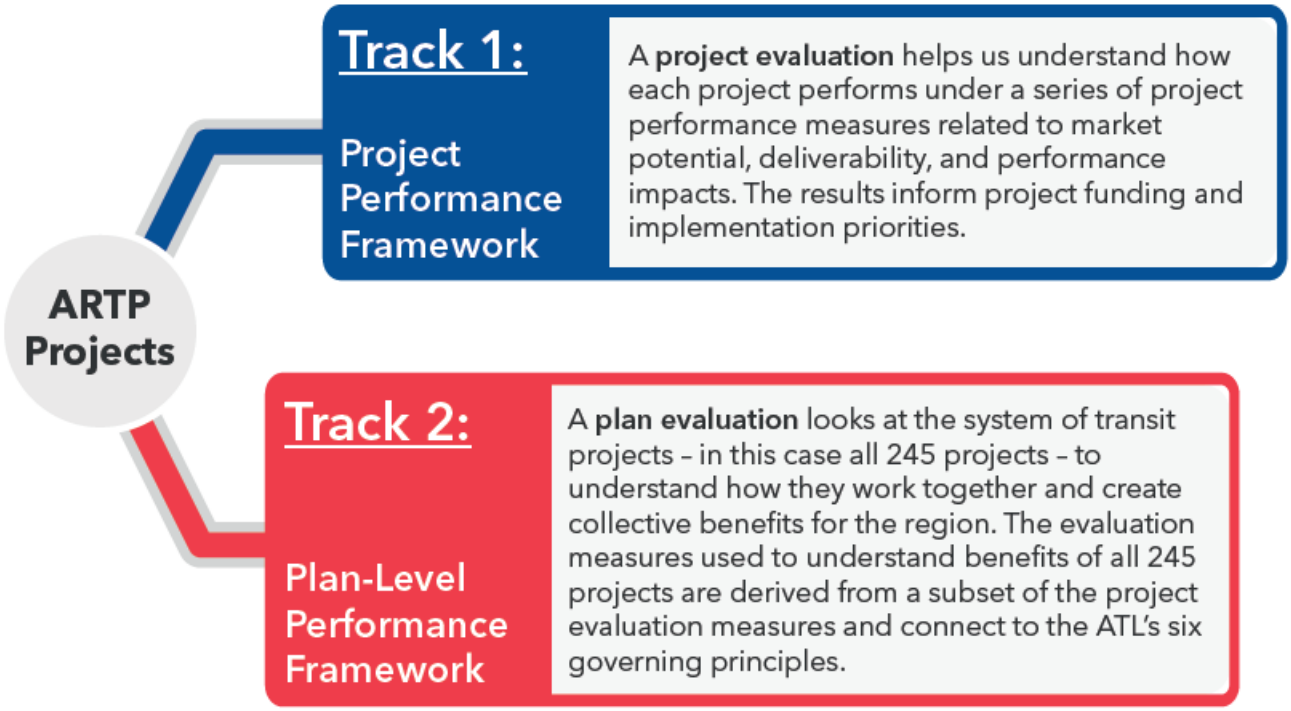


Figure 14: ARTP Evaluation Tracks

Track 1 consists of a call for projects, a regional significance analysis, a relative cost to impact analysis, and an assessment of alignment with the governing principles. The ATL then determines which types of funding projects will seek and places them on short-term or long-term project lists. This evaluation process also informs the project list the ATL submits for state bond funding.

Track 2: Plan-Level Performance Framework looks at the cumulative impacts of the entire proposed transit system. Stakeholder and public outreach took place after these two tracks. Project stakeholders include project sponsors, community organizations, business and institutional organizations, essential workers, interested and/or transit-dependent public, historically marginalized populations, elected officials, and regional/state/federal planning partners. For this update, events included a virtual public information open house, six virtual meetings, public notifications, text messaging, and social media. During these events, the ATL collected a total of 31 public comments.

The ATL team worked with project sponsors via existing channels, such as the Transit Operators group, as well as four ARTP-specific meetings. The ATL asked for project sponsor feedback on evaluation results and the process for project submittals/updates. The ATL Board, transit operators, and other stakeholders provided input on the project-level performance measurement system as well as the regional significance criteria. Additionally, one performance measure specifically focuses on stakeholder input; the "project support" measure is determined by documented letters of support provided by the project sponsor.

The plan includes 28 pages on the project-level evaluation results and 14 pages on the plan-level evaluation results. The ATL also maintains an online project database, Track ATL. The appendices of the report include the analysis methodology; project maps, lists, and fact sheets; public comment summary; and public information fact sheets and other materials. The plan also includes detailed information about how the ATL collects project information, the relative cost to impact analysis, the six governing principles analysis, the project timeline review, and the project readiness review.

Key Outcomes

TDM-related topics are integrated into the evaluation process. Many of the regional significant analysis criteria relate to TDM, including "leverages regional capacity improvements," "improves transit reliability," and "connects to regional activity centers." TDM-related performance measures include jobs served, mobility and access improvements for low-income residents, and system-wide travel time reductions.

The plan-level analysis finds that investment in all 245 projects would increase transit trips to employment centers by 31% by 2050. 20 of the 22 transit-oriented development/transit hub projects in the plan are located within existing livable centers initiative areas. 57% of the projects include technology enhancements, such as real-time location and arrival times. By 2050, significantly more minority households, low-income households, people with disabilities, and older adults would live within a half-mile of a high-capacity transit stop or station (report includes more specific statistics). The plan includes a section on the funding portfolio, which lists current and future funding opportunities.

There is also a "Moving Forward" section that describes the ATL's post-pandemic plan. The ATL partnered with ARC and other regional stakeholders to form the Riding Together Coalition to address pandemic-related challenges. The coalition is focused on a) exploring partnerships between employers and transit operators that may result in adjusted transit fare passes for the new ridership patterns and b) communicating the safety of transit during COVID-19. This section also reviews recent referenda and local transit plans. For example, the Atlanta Progress/Atlanta Downtown Improvement District is currently working with transit operators to streamline commuter bus routing in Downtown Atlanta. Additionally, several cities and community improvement districts are assessing how to improve transit connections on I-285. Ongoing ATL efforts include a regional fare policy study to eventually implement a unified regional fare policy. The ATL also recently received an Integrated Mobility Innovation grant for ATL RIDES, a multi-modal journey planning application. The app will include live navigation and integrated mobile payment options.

The next ARTP will establish a performance monitoring program. It will also include a financial strategy for moving forward on the large number of 6- and 20-year projects.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Overall, the document makes the ATL's planning process very transparent and clear. The ATL integrates inputs from many agencies and stakeholders to create a unified vision. There was a thorough public engagement process. The plan emphasizes several TDM-related objectives, including connectivity, job access, and mobility improvements for low-income citizens. Equity was included as a key governing principle with related evaluation criteria and performance measures.

- The ATL has many strong partnerships, including with city governments, county governments, regional and state planning partners, and transit operators. The plan makes connections to other efforts, such as Forsyth County's Dial-a-Ride rideshare service and Central Atlanta Progress/Atlanta Downtown Improvement District's plan for downtown commuter bus routing. There is an emphasis in working across county and district lines to promote a more seamless network. The ATL is working to make sure it has sustainable, diversified funding. State bond funding, the rideshare fee, and TSPLOST will help with future funding.

Weaknesses

- The plan does not mention climate change at all. Because it is mostly focused on the specific projects, it does not explore many TDM-related strategies, such as incentives programs and employer programs. The document mentions

that some transit operators have vanpool programs and demand response services, but there is no discussion regarding these programs. There is no discussion of transportation network companies.

Opportunities

- There could be an opportunity to connect the ATL Rides multimodal trip-planning application with TDM initiatives – such as linking it to incentives programs, adding vanpool options, etc. There could also be an opportunity to leverage the employer relationship in the Riding Together Coalition to advance TDM-related initiatives.
- The plan mentions that many planned projects are "prime opportunities for public-private partnership." Additionally, transit-oriented developments and tax allocation districts can serve as project-level revenue sources. The plan mentions that the state bonds present a significant opportunity for regular state funding.
- The 2018 legislation that established the ATL also allows counties to create sales tax referenda to fund transit. Counties that pass these TSPLOST referenda must select projects from the ARTP, so this is an opportunity to advance projects with strong local interest. These projects can support multimodal projects. For example, although Gwinnett County's 2020 referendum did not pass, the proposed project list included funding for vanpool subsidies, park-and-rides, transit center rider information systems, and rideshare subsidies.

Threats

- The long-term impacts of the pandemic on regional transit are unclear.

ATL Annual Report and Audit 2020

Date Published	November 2020	**Time Horizon**	FY 2020
Lead Organization	Atlanta-Region Transit Link Authority	**Asset Type**	Planning and Policy Context
Geographic Scope	13-county Atlanta metro area		

Summary

The ATL Annual Report and Audit 2020 is the second annual report of the Atlanta-Region Transit Link Authority (ATL). It describes the ATL's work and provides a data-driven overview of the agency's outcomes during Fiscal Year 2020. Key topics include an overview of transit in the region, agency profiles, ridership statistics, transit investment, level of service, equity, and other performance indicators, as well as a look forward at the future of transit in the region. There is a significant emphasis on the impacts of COVID-19. It also looks at the economic impacts of transit investments.

The report explains the ATL's five key functions: coordinate regional partners, strengthen regional transit planning and performance, advance strategic transit investments, enhance customer experience, and deliver innovative and best practice technology. Other roles include providing technical assistance to agencies and partners, advocating for sustained sources of funding, and encouraging the use of multi-modal options.

The ATL's nine transit agencies provided data for the report. The ATL Board also provided input.

Key Outcomes

The report provides a detailed breakdown of the commute patterns, including an in-depth analysis of effects of the pandemic on commute patterns. It documents a significant shift to teleworking and looks at the impacts on different populations. Approximately 43% of the region's population can telework, while only 34% of transit commuters can do so. Teleworking trends also vary by income and race. Transit has been an especially important mode for many essential workers in the region. Heavy rail experienced a sharper decline in ridership than fixed-route bus, indicating that fixed-route bus is more critical for commuters. The plan emphasizes the need to communicate the safety of transit during the pandemic.

It discusses transportation network companies (TNCs) and micromobility options. These options may have contributed to recent declines in public transportation ridership. The impacts of these mobility options may vary by mode; research shows that micromobility could lead to declines in bus ridership but could boost rail ridership.

The equity section looks at access to fixed-route and high-frequency transit by sociodemographic group. It provides data on access to essential destinations, including jobs, food stores, and healthcare. It uses the ARC equity analysis tool to measure how environmental justice communities' transit access compares to the region as a whole.

It reviews the technologies used by each agency for dispatch/scheduling, asset management, transit signal priority, automatic passenger counters, automatic vehicle location, and camera systems. For example, Xpress implemented a Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system and distributes information via a mobile app, text, web, and onboard monitors. Additionally, the ATL is managing a project to create an open source, multi-modal trip planning app with mobile payment options.

There is a chapter dedicated to looking ahead and considering transit in the future. It discusses the critical role transit plays in providing affordable mobility in the region. There is a discussion on the importance of transit investments and the role they can play in job creation. There is also a section on the opportunity to invest in electric transit vehicles.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- The plan is data-driven and provides helpful context for each statistic. There is a significant emphasis on equity – looking at who is using transit and how people are using it. It includes a thorough analysis of the impacts of COVID-19 on transit use.
- ATL interviewed staff from a foodbank, an advocacy group for people with disabilities, and a community improvement district. ARC created this plan in collaboration with partner agencies and operators.
- ATL's transit district boundaries were drawn to extend across counties to support more coordinated planning.
- The report makes a compelling case for transit investments.
- TDM-related activities discussed include vanpool programs, demand response, and mobile apps.

Weaknesses

- There is not any discussion of the impacts of climate change on transit. There is not much discussion on how transit connects to other modes (e.g., bike accessibility to transit, etc.).
- ATL interviewed people from three organizations but could have done more community engagement directly with riders.
- The report does not explicitly say how it influences the ATL's Regional Transit Plan and decision-making in general. It does not specifically discuss TDM. There could be greater coordination among the three separate vanpool programs (no coordinated fare structure).
- The report does not discuss employer partnerships.

Opportunities

- The report discusses Federal, State, and local funding opportunities. House Bill 105, signed in August 2020, levies a user fee on ground transportation and is expected to provide up to $45 million a year for transit infrastructure projects. The state law that created ATL also created a mechanism that allows counties to introduce referenda for sales taxes for transit funding.
- The ATL is required to submit a list of projects each year for potential inclusion in the state bond package. Also, there is now a per-trip fee on rideshare services that is intended to be used for transit capital projects. There is an important opportunity for the ARC TDM plan and program to help market and champion the ATL's annual list of transit priorities that is presented to state legislature every year. This is a new funding opportunity for legislature to earmark state funds for transit.
- Agencies have already begun to invest in service-related technologies, and there are opportunities for agencies to share technologies and/or use interoperable technologies. There are "ongoing conversations between agencies coordinated through GDOT, ARC, and the ATL" to help identify these opportunities.
- Georgia Commute Options was not mentioned in the report; this program has employer partnerships that could be leveraged to sell more transit passes.
- The report asks key questions at the end: "How can we make our services more attractive to riders? What new services can we provide? What technologies will help us achieve this goal?"

Threats

- The potential for funding shortfalls is a threat. State funding, local funding, and fares represent a smaller percentage of operating revenues for the Atlanta region compared to national averages. The plan cites research (now outdated) estimating that transit agencies nationally would face significant funding shortfalls between May 2020 and December 2021.
- TNCs and micromobility options are likely contributing to a decline in transit ridership.

One Atlanta: Strategic Transportation Plan

Date Published	November 2019	**Time Horizon**	One-year (2020) and three-year (2022) benchmarks
Lead Organization	City of Atlanta, focusing on ALDOT	**Asset Type**	Planning and Policy Context
Geographic Scope	City of Atlanta		

Summary

While the focus of the TDM inventory is on regional rather than local initiatives, the City of Atlanta's Strategic Transportation Plan was included because it details the goals, strategies and benchmarks to meet challenges the City's transportation system will face as the region's population and employment center.

The One Atlanta: Strategic Transportation Plan establishes the vision for the recently established Atlanta Department of Transportation (ATLDOT). The 2018 Atlanta's Transportation Plan outlined the key challenges facing the region; the objective of this document is to outline steps for addressing those challenges.

The strategies are organized around the Mayor's One Atlanta Pillars:

- A safe, welcoming, and inclusive city
- Thriving neighborhoods, communities, and businesses
- World class employees, infrastructure, and services
- Ethical, transparent, and fiscally responsible government

The plan specifies goals under each pillar. It lists one-year (2020) and three-year (2022) benchmarks for each goal, as well as the partners involved in each strategy. A TDM-related example: under the "thriving neighborhoods" pillar is the goal to "make it easier to access jobs and services without a car." One sub-strategy is "develop a city of Atlanta employee TDM program and increase transit ridership." First-year benchmarks include surveying City employees on commute patterns, identifying funding, and selecting benefits. The third-year benchmark is a 10% expansion in Atlanta employee transit ridership.

The document maps out some of the $200 million in mobility infrastructure investments planned for the next three years. Investments include bicycle and pedestrian facilities, bus shelter improvements, and signal operations upgrades. The document provides a brief overview of SHIFT ATL, a data-driven framework for evaluating the state of car dependence in Atlanta. It has a section called "Residents Equipped for Success," which focuses on the day-to-day transportation concerns of Atlanta residents and discusses plans to address those concerns.

Key Outcomes

Many of the goals and strategies relate to TDM. Goals related to TDM include:

- Make walking safer and more pleasant
- Make bicycling and micromobility a safe transportation option for more Atlantans
- Build a 21st Century transit network for Atlanta
- Make it easier to access jobs and services without a car
- Plan and distribute resources based on equity, safety, and mobility conditions

The plan includes many TDM-related strategies and benchmarks, including many focused on expanding and enhancing bicycle, pedestrian, and transit facilities. Transit strategies include establishing a high-frequency bus network, piloting bus-only lanes, providing real-time bus information at transit stops. Other strategies include parking management strategies, launching a micro transit or AV pilot, and developing a unified transit payment system.

Many goals and strategies also indirectly relate to TDM objectives, broadly looking at how to improve project delivery, asset management, communications, partnerships, etc.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- This document effectively shows, on a high level, how all of the plan pieces fit together. Many of the goals and benchmarks tie into TDM in some way.
- Equity considerations are interwoven throughout the document. For example, one goal is to plan and distribute resources based on equity, safety, and mobility conditions. Other goals have sub-strategies such as providing safe sidewalks in all neighborhoods and developing a prioritization list for all planned bike projects based on equity, access to transit, and other factors. To further promote equity, ATLDOT plans to hire transportation community ambassadors and improve the stakeholder engagement process.

Weaknesses

- The plan has a major emphasis on partnerships; ATLDOT has put thought into how partners can be engaged at each juncture. However, for the goal of launching a citywide TDM program, no partners are listed.
- The plan does not cover climate change in depth; it briefly mentions climate change as a reason for needing effective emergency response. The plan does not discuss the role of teleworking.

Opportunities

- SHIFT ATL could serve as helpful background information for understanding where to focus TDM efforts.
- One goal is to increase funding from external sources. As ATLDOT establishes a funding task force, there could be opportunities to pursue funding specifically for TDM programming.
- One benchmark is to hire a CID liaison to support local partners; this liaison could also help initiate TDM-related conversations.
- The plan also discusses new communications efforts, such as establishing a public engagement communications group, hiring designated transportation community ambassadors. There could be opportunities to interweave TDM messaging into communications strategies.
- There could be opportunities to incorporate TDM elements into new Safe Routes to School programs.

Threats

- Since ATLDOT is so new, there could be challenges with initiating and executing all of the strategies.
- The plan was written in 2019, so many of the strategies were likely impacted by COVID-19.

Comprehensive Transportation Plans/Comprehensive Transit Development Plans

Date Published	Various. Comprehensive Transportation Plans are available for download here.	**Time Horizon**	Every 10 years
Lead Organization	Various Counties	**Asset Type**	Planning and Policy Context
Geographic Scope	Various Counties		

Summary

- **Purpose**: The ARC Comprehensive Transportation Plan (CTP) program provides financial assistance for counties and their constituent municipalities to develop long-range transportation plans. Although CTPs are not required to be available for funding through regional and state agencies, Georgia Department of Community Affairs requires that local governments update their comprehensive plans on a ten-year cycle. The program helps cities and counties to jointly identify and analyze their needs, develop solutions which are acceptable to the community, and better articulate their priorities when funding opportunities arise. Comprehensive Transit Development Plans (CTDPs) are similar in their processes and functions, but with the sole, main focus of transit infrastructure.
- **Key Stakeholders**: ARC, GDOT, the ATL, Local municipalities, transit agencies, business associations, development corporations, advocacy organizations, school systems, the public
- **Focus Areas**: Transportation infrastructure, policies
- **Processes**: CTPs and CTDPs follows the same basic process, generally overseen by ARC; engagement, inventory, assessment, recommendations, and documentation.
- **Outcomes**: Prioritized list of transportation/transit investments, five-to-ten-year action plan; recommendations that have been vetted through robust community engagement that leverage regional facilities, services, and programs to address local needs and priorities and that can knit together previous plans and projects

Key Outcomes

- **Key Outcomes**: Recommended programs, policies, and infrastructure projects within CTPs/CTDPs are integral players in TDM as well as reducing driving alone and the negative impacts associated with this mode of travel. The main opportunity lies in goal-setting that can lead to TDM related recommendations. Transit recommendations allow for increased density of land use nearby stations and thus more effective TDM.
- **Implications**: CTPs/CTDPs can bring together stakeholders that have a more direct impact on day-to-day travel decision making. The municipality can also gauge interest or lack of interest in policies, rules, and regulations that guide travel and transit expansion within the region.
- **Takeaways**: The scale of the CTP/CTDP study area, the size of the agency, and the relative density of existing and proposed land use has a big effect on how much TDM plays into the recommendations.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- CTPs require TDM programs as a part of their ten core elements—and CTDPs often rely on TDM programs and initiatives—which help spur conversations with stakeholders and local officials on the benefits of TDM and reducing single-occupancy vehicle trips.
- CTPs/CTDPs are reviewed as a part of comprehensive land use plans, therefore linking CTP/CTDPs with land use that generates economic value and subsequently, trips.
- Transit plans have been recommending cost-effective solutions, such as Bus Rapid Transit (BRT) systems to provide more regional transit coverage and create opportunities for additional TDM programs and policies to thrive.

Weaknesses

- The geographic scale of CTPs may lead to sparse TDM recommendations that focus only on increasing the use of existing carpool/vanpool programs to reduce single-occupancy vehicle travel. Many countywide CTPs overlook the opportunities for more progressive TDM measures.
- While CTPs/CTDPs may inform comprehensive land use plans, land use intensive TDM programs and policies are not required and are often slow to implement, resulting in mis-matched land use and transportation goals.

Opportunities

- Continued increase of telework and work from home has decreased traditional AM/PM peak hours and the stresses that causes on transportation infrastructure. This may influence future analysis and recommendations to focus on every trip, as opposed to peak commute times. TDM policies have an opportunity to shift their focus less on peak commute trips and instead on overall trips, due to this shift in travel behavior.
- Municipalities within each county can lead counties toward more progressive TDM policies, through serving as leaders by creating their own TDM plans and programs. This recommendation is included in the City of Atlanta comprehensive transportation plan, One Atlanta.
- Potential for CTPs/CTDPs to encourage land use that support non-vehicle trips, such as increased transit-oriented development (TOD) located around high-capacity transit nodes with supportive land uses to reduce the distance between trips.

Threats

- New technologies often over promise results of reducing traffic and dependence of vehicular travel, but far too often these have been found to increase vehicular trips and shift attention away from TDM programs, policies, and infrastructure improvements that have been proven to decrease vehicular trips.

Freight Cluster Synthesis Program

Date Published	Atlanta Regional Freight Mobility Plan Update – May 2016 Freight Cluster Plan Program - 2017	**Time Horizon**	2017 – All Freight Cluster Plans have been identified and drafted
Lead Organization	ARC	**Asset Type**	Planning and Policy Context & TDM Best Practice
Geographic Scope	ARC Region		

Summary

The Freight Cluster Plan program was established by ARC in 2016 as a major outcome from the Atlanta Regional Freight Mobility Plan Update, which recommended drafting small area freight plans, or *Freight Cluster Plans*, within industrial areas in the Atlanta region. The focus areas for each Freight Cluster Plan include transportation planning, traffic engineering, safety, intersection design, cost estimation, and future needs. Freight Cluster Plan project sponsors may apply for $200,000-$250,000 in federal funding for each plan with a 20% match required from the local project sponsor. ARC administers the grant program and awarded the first round of grants in 2017 followed by the second round in 2019, and the third in 2021.

The purpose of the Freight Cluster Plan program is to assist local jurisdictions and Community Improvement Districts with transportation planning, traffic analysis, identifying first mile/last mile projects, and enacting policy change as it relates to the movement of freight. Freight Cluster Plans may include any of the following topics:

- Transportation (subarea connectivity analysis, crash data review, truck parking needs, bridges, rail, and alternative modes)
- Traffic & Design (traffic analysis along key corridors and major intersections)
- Supportive Tasks (land use development, adequacy of signage and lighting, future needs, and freight industry disruptors)

The recommendations from each plan will influence future project funding requests from local entities during the ARC Transportation Improvement Plan and Regional Transportation Plan update cycles as well as future funding requests through GDOT, FHWA, and other sources. The plans will also serve as the basis for future ARC regional planning efforts.

Project stakeholders vary based on each Freight Cluster Plan but generally include private and public sector freight and logistics industries, local government, and neighboring property owners.

The first round of Freight Cluster Plans, which were completed in early 2021, include:

- Aerotropolis Atlanta CIDs
- Gateway 85 CID
- Spalding County
- Tucker Summit CID

Key Outcomes

The Freight Cluster Plans that have been completed to date recommend TDM strategies including:

- Expanding the network of pedestrian infrastructure along major freight corridors to improve overall pedestrian safety
- Upgrading transit stops with benches and shelters
- Identification of potential short- and long-term truck parking
- Addition of truck lanes to improve the flow of traffic and reduce congestion
- Improve wayfinding and signage

- Address access management
- Upgrade roadway and intersection signaling

Expanding pedestrian and bicycle infrastructure throughout the ARC region positively influences the broader TDM goal of reducing single-occupancy vehicle trips by improving pedestrian and bicycle connectivity throughout the region. Similarly, enhancing existing transit stops and expanding the transit network supports the broader goal of TDM by improving interconnectivity and addressing first-mile/last-mile challenges within the area of study.

Improvements to truck lanes may pose both positive and negative implications to the regional TDM program. Removing freight vehicles from the typical vehicle lanes will reduce congestion on the roadway, causing non-freight vehicles to move at a faster speed and reducing travel times. The negative implication of improving or adding freight vehicle lanes to roadways is that the number of single occupancy vehicles on the road may increase in response to decreased congestion and travel times.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Improvements to pedestrian infrastructure, bicycling infrastructure, and transit access as well as a holistic approach to Freight Cluster Plans are all major strengths to the regional TDM program. Although these projects are simply recommended improvement measures within the four existing Freight Cluster Plans, if implemented, they have the potential to reduce single-occupancy vehicles by providing another option to travelers. Additionally, they would support the mission of the regional TDM program and improve mobility equity by increasing overall transportation access and community connectivity. The holistic approach to the Fright Cluster Plans helps to unify freight planning with overall traffic safety, land uses, traffic impact, and multi-modal access.
- Other strengths of the Freight Cluster Plan program include potential funding streams beyond traditional TDM funding sources such as the FHWA, GDOT, and local sources such as county and municipal governments with jurisdiction over the project area. Specific funding source mentioned in the completed Freight Cluster Plans include:
    - Fixing America's Surface Transportation Act (FAST Act)
    - National Highway Performance Program (NHPP)
    - National Highway Freight Program (NHFP)
    - Surface Transportation Block Grant (STBG)

By completing a thorough planning process via the Fright Cluster Plans, ARC will be well positioned for future funding requests relating to freight mobility improvements.

Weaknesses

- Freight Cluster Plan elements that may weaken the regional TDM program include widening roadways to accommodate more vehicles and building new roadways to separate freight from general traffic. Both elements have the potential to accommodate more single occupancy vehicles on roadways and with reduced traffic congestion, may influence travelers to switch from sustainable modes of travel to single-occupancy vehicle travel with increased convenience.

Opportunities

- By breaking freight improvement plans into clusters by industrial area, ARC, and applicable contractors, will be able to create custom freight plans to address the unique challenges and opportunities of each designated area. Creating individualized plans allows ARC to prioritize impactful projects in areas with the most need and allows for ARC to apply for more diverse funding opportunities that support particular project areas.

Threats

- Potential external influences that may pose negative impacts to the regional TDM program include continued growth in ecommerce, the recent rise in delivery of goods, and the placement of new freight distribution centers. Ecommerce is a growing industry with an ever-increasing demand for delivered goods. The growth of the ecommerce industry is outpacing the capacity of current infrastructure, which may lead to increased traffic congestion with more freight vehicles on the roadways. With an increase in the demand for delivered goods, comes an increased need for distribution centers which may contribute to sprawled land development. In many sprawled communities, transit services are very limited or non-existent which makes accessibility a major barrier for potential workers. Another negative implication of sprawl is the reliance on single occupancy vehicles for travel due to a lack of transportation and mobility options.

Current Regional TDM Structure

Date Published	As of September, 2021	**Time Horizon**	Current
Lead Organization	ARC	**Asset Type**	TDM Administrators, Programs, and Initiatives
Geographic Scope	Regional		

Summary

The following showcases the current regional TDM planning and implementation structure, including the organizational framework, funding and contractual relationship.

ARC administers regional transportation demand management (TDM) investments and coordinates TDM programs, services, and policies at the regional level through its Mobility Services Group, with oversite from GDOT. This includes direct management of Georgia Commute Options, the 20-county region TDM program, and the seven local transportation management associations (TMA).

The Atlanta region TDM program provides resources, incentives, and services to decrease single occupant vehicle (SOV) travel while encouraging alternative modes. The program's goals are to:

- Increase the use of alternative modes to driving alone
- Expand travel options and regional accessibility for everyone
- Keep the Atlanta region economically competitive

The transportation management associations (TMAs) provide in-depth services in specific activity centers. The geographically focused TMAs are operated and partially funded by non-profits, community improvement districts, private developers and property managers, and government agencies. They work with commuters either directly or through employers, office property manager and residential property managers to encourage the use of non-drive-alone travel options. TMAs are able to leverage local funding, tailor programs to unique needs in these area and act as innovation labs. This is done through education, incentives, and localized investments in infrastructure and transportation services. The TMAs include:

- Clifton Corridor TMA – serves Clifton Road and surrounding areas
- Livable Buckhead – serves Buckhead
- Perimeter Connects – serves the Perimeter Community Improvement District
- Atlantic Station Access Program – serves the Atlantic Station
- Midtown Alliance – serves Midtown Atlanta
- Downtown Connects – serves the Downtown Atlanta district
- AERO – serves Atlanta airport employees

To provide guidance to the TDM planning and programming and ensure alliance with the Regional Plan, ARC formed a TDM Coordinating Committee (TDMCC) made up of key regional stakeholders, including employers, transit providers, government representatives, consultants and more. The TDMCC serves as a high-level advisory and thought leadership committee to the TAQC.

Additionally, the ATL (Atlanta's regional transit agency) has provided grant funding for specific TDM initiatives.

Key Outcomes

The current TDM programming in the Atlanta region robustly supports and provides resources for commute/workplace travel (and K-12 school commutes). However, ARC's TDM program goals, the regional TDM plan, and current plans and policies showcase a clear recognition and commitment to expand TDM beyond employer workplace programs provides a clear opportunity to strengthen the role of TDM in order to address regional initiatives such as construction mitigation, regional

transit services (including last mile strategies), Livable Centers Initiatives (LCIs), Comprehensive Transportation Plans (CTPs), health and aging initiatives, residential outreach, special events, and more.

While the TDMCC links initiatives to the larger regional initiatives and planning processes, it is still in its infancy and there still is not yet a clear implementation framework to showcase success.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Longevity of the TDM program. The TDM program emerged from the 1996 Olympics and has evolved and improved in the subsequent 25 years.
- Regional and local investment in TDM. The regional TDM program allocates more federal funding than most regions toward commuter outreach. Local partners are doing more than just matching ARC grants, they are adding additional funds and seeking additional grants.
- Diversity of skill sets, and experience represented in the TDM program. The mobility services division is able to address planning, programming, technology, and evaluation. The program is also supported by non-profits and consultants who provide a high level of expertise to the TDM programs.
- Evaluation. There is a common regional survey and a robust evaluation framework. Evaluation has experienced a major shift to be built around employer actions, rather than process metrics.
- Regional campaigns and tools. The region provides unified campaign for all implementors, including efficient development of marketing materials for all to use and a single-use tools, such as Love to Ride software.

Weaknesses

- Clear implementation framework. The TDM program would benefit from a clear organizational and implementation framework that showcases the roles and responsibilities (and a clear decision maker) for each element of the program. This includes GCO oversight, GCO implementation, TMA oversight, TMA implementation and coordination with other ARC departments and partners on key TDM initiatives.
    - TDMCC framework. The TDM mandate is lofty, as they have been asked to focus on improving transit and non-single occupant vehicle travel options by encouraging alternative commute options. However, the committee also supports other core goals of the TDM Plan, including the promotion of livability, sustainability, transit, walking and biking, transportation and land use planning, systems operations, economic development, climate change, healthy communities, and active aging. Today, there is no clear method or implementation framework to how the TDMCC or the various committees will achieve this.
- Regional Alignment between GCO and TMAs. GCO and the TMAs do not currently work toward ARC's strategic goals in a coordinated way nor is there explicit guidance on how to operate beyond defined territories. Differentiating services that are best suited for delivery at the regional level (such as campaigns and joint use tools) from services that TMAs develop and tailor locally, would support regional alignment between GCO and TMAs. This alignment also requires clear brand strategy to showcase who does what and why.
- Tailored Services. TDM programming and services are still not aligned with the needs of the various audiences outside of the white-collar office worker. One example is essential workers, which offers both equity and business continuity considerations.

Opportunities

- New federal funding sources. Diversifying the type of funding allocated to TDM as well as the breadth of new funding will be a key opportunity to expanding the programming beyond the commute.
- "Shovel Ready" campaigns and services. If additional grant funding is identified, GCO and the TMAs have prepared pilots that are ready to be rolled out on a larger scale.
- Access to ARC services. ARC has an aging division, workforce development, funds studies and offers significant opportunity for GCO and TMA partnerships to delivers improved services.

- Tools (software, etc.). ARC is well positioned to roll out new commute-related and travel tools to a larger audience.

Threats

- Partnerships. GCO and the TMAs are powerful marketing agents for all transit agencies, vanpool providers and shuttle/micromobility partners. However, there is no unified request for on-going trial passes, data and technology. They may be seen as competitors in some situations.
- CMAQ limitations. Regional CMAQ guidance requires GCO and the TMAs to focus in on the commute trip. Without a change in funding sources, this will limit expanded services.
- Political support. Political support can ebb and flow. It will be important to educate elected officials on the benefits of TDM.
- Hybrid work. Some may question if there is still a need for TDM. Hybrid work may have such a significant impact on commuting that services are less compelling.

ARC Regional TDM Performance Evaluation Framework

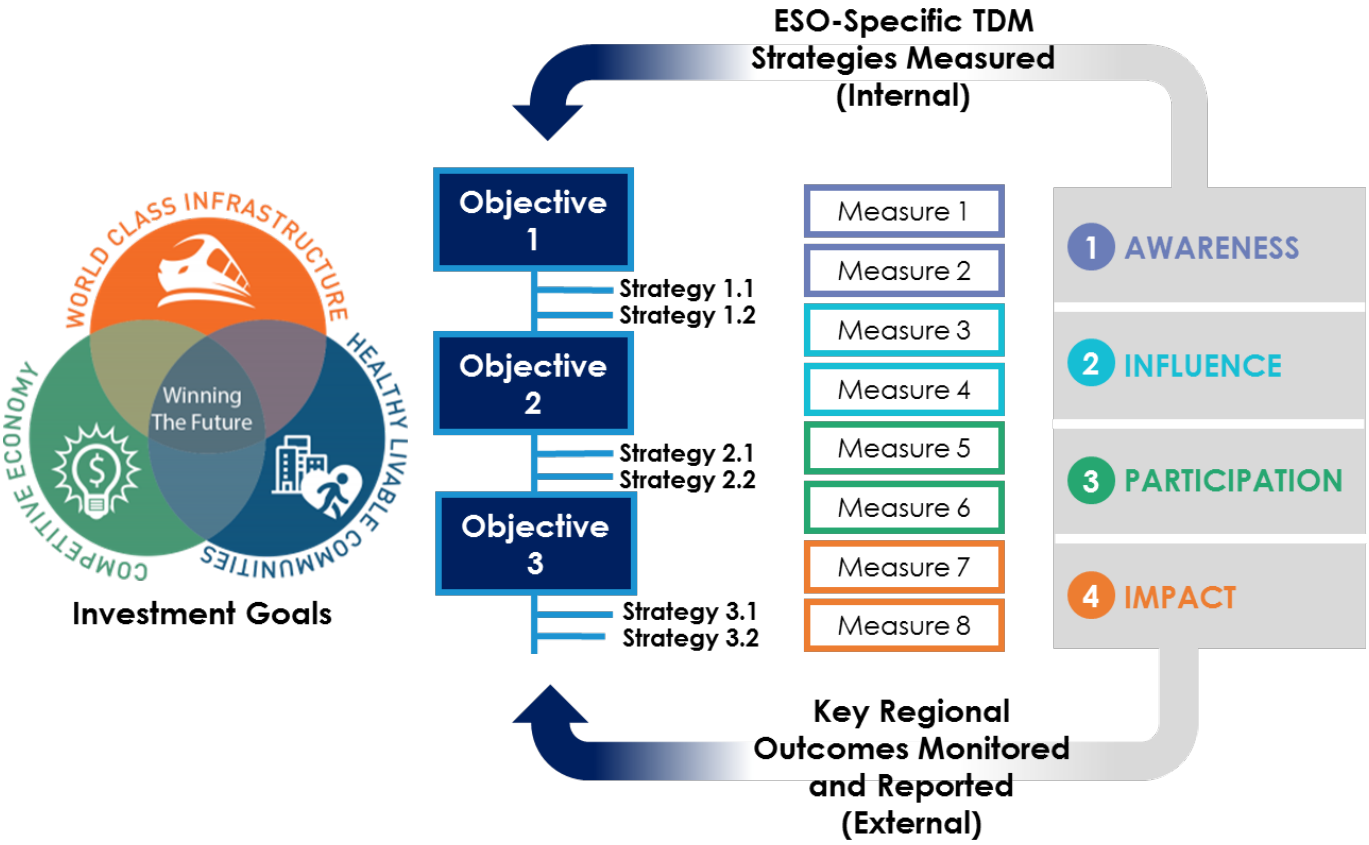
Date Published	December 2018	**Time Horizon**	None specified
Lead Organization	ARC	**Asset Type**	TDM Administrators, Programs, and Initiatives
Geographic Scope	ARC TDM service area (20 counties)		

Summary

The "Regional TDM Program Alignment Performance Evaluation Framework and Action Plan" defines objectives, strategies, and performance measures to achieve three goals that are aligned with the goals set forth in the Atlanta Region's Plan:

1. Reduce SOV Travel (World Class Infrastructure)
2. Keep the Atlanta Region an Attractive Place to do Business (Competitive Economy)
3. Expand Travel Options, Opportunity, and Regional Accessibility (Healthy & Livable Communities)

Figure 1: Regional TDM Performance Framework (Conceptual)



The guiding principles of the framework are: 1. Estimate and emphasize the value of TDM investment; 2. Assess performance by outcomes – not inputs; 3. Connect TDM program goals to regional plans and goals; and 4. Measure performance against key steps that influence behavior change.

The Regional TDM Performance Framework (Table 1) identifies 23 performance measures, with each linked to one of three goals, four objectives per goal, and a set of tailored strategies. Performance measures are classified according to key stages of

behavior change: awareness, influence, participation, and impacts. Figure 1 provides a conceptual diagram of the performance framework.

The framework in Table 2 presents the 23 performance measures along with the data source, availability, collection method, reporting method (monthly, annual, and/or dashboard), comparison with baselines or setting targets, level of TMA/GCO influence, and customization. The plan ranks each of these measures as "Ready" to be collected with little to no modifications (7 measures), "Adjustments required" to existing data collection methods and measures (9 measures), and "Unavailable" requiring new partnerships or methodologies (7 measures). The plan notes that newer measures will be considered and integrated into the performance evaluation process as new data, survey, and evaluation methods evolve over time, and that ARC and the ESOs should regularly discuss new data opportunities and tools.

Key Outcomes

The performance framework presents the current state of the selected performance measures and sets up a blueprint for implementing and enhancing data collection and reporting needed to operationalize the framework. The specific steps to operationalize the evaluation process will be determined based on the vetting of the action plan with TDM service providers, ARC, and key partner and employer organizations in late 2018 and 2019. Critical, short-term implications are related to additional input and responsibilities from employers and other partners participating in TDM programs (providing additional input and data) and TDM service providers.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- The Atlanta regional TDM program has one of the most rigorous independent evaluation components of any TDM program in the country.
- The combination of two strategy sets and measurement platforms (one set of strategies required of all ESOs, and a second variable set customized to each ESO) can help inform future discussions with TDM service providers on which strategies are most effective and which may need to be refined or eliminated. This can help tailor performance expectations and potential performance targets to track and report against for TDM service providers.
- The framework provides flexibility to customize performance targets based on local conditions and tailored TDM strategies, without precluding performance evaluation at a consistent program-wide, regional scale.
- The framework has been at least partially operationalized through the TDM annual report and dashboard, which presents program measures under categories of awareness, influence, participation, and impact. The TDM dashboards displays measures by month and TDM outreach territory. Framework measures operationalized on the TDM dashboard include:
    - Measure 5. Number of employers participating in TMA-supported programs
    - Measure 11. Number of new employers engaging with the program and/or the increase in engagement of employers with the program

Weaknesses

- While the framework seeks to minimize new reporting burden, 17 of the recommended performance measures are not available or necessitate additional input and responsibilities from employers and other partners participating in TDM programs (providing additional input and data) and TDM service providers. This increases the responsibility of the ESOs to demonstrate the value of the TDM services they provide.
- Most "ready"-rated measures have not been operationalized and displayed through the TDM dashboard, including:
    - Measure 1. Number of people receiving information on alternative commute options.
        - Instead, metrics for outreach metrics for email, website, and social media are displayed.
    - Measure 2. Employer and employee awareness and comprehension of options
    - Measure 3. Number of employers offering [or employees offered] flexible work schedule options

- Measure 4. The number of (or increase in) telework or compressed work weekdays at partner sites
- Measure 6. Commute SOV trips per employee per week
  - Instead, monthly Clean Commute logs are displayed.

Opportunities

- The plan positions ARC's future evaluations to consider the latest opportunities created through enhanced data, messaging and communications methods, survey procedures, and performance-based evaluation.
- ARC and its partners should continue to consider measures that strengthen how the GCO program can quantifiably support the region's healthy and livable community's goal. The opportunity for improvement and expansion in the evaluation program is most significant as it relates to the four objectives within this goal area, particularly expanding TDM services to transportation disadvantaged populations and improving regional health.
- The "adjustments required" measures would be facilitated by an annual ETC/employer survey (or worksheet the ESOs can complete with the employer/HR). Several of these measures are details the employer probably tracks but has never been asked to report.

Threats

- Lack of employer/ESO buy-in or cooperation would threaten data integrity. As noted in weaknesses, some measures required additional data to be collected from employers and other partners. The evaluation process also necessitates that each TDM service provider be responsible for a required, uniform sub-set of TDM Strategies applicable across all ESOs, in additional to a variable set of TDM Strategies that best align with the needs of the ESO service area.

ARC TDM Program and Strategy Performance from Surveys

Date Published	2019 Regional Commute Survey and accompanying commute dashboard (February 2020) TDM Dashboard 2020 Regional Commute Survey (July 2020) Remote Work Survey (August 2020)	**Time Horizon**	2019 Regional Commute Survey and accompanying TDM Dashboard (2018-2019), Remote Work Survey (Apr 2020 and follow-up in Aug 2020 with 50% of respondents), 2020 Follow-up Remote Commute Survey (May 2020)
Lead Organization	ARC	**Asset Type**	TDM Administrators, Programs, and Initiatives
Geographic Scope	20-county Atlanta metropolitan region		

Summary

The ARC Regional Commute Survey (RCS) has been conducted in 2020, 2019, 2014, 2010, and 2007. ARC and the TMAs use the RCS results to better design and deliver TDM marketing, incentives, and promotions to Atlanta region residents and employers. The RCS also helps to evaluate program effectiveness by establishing a baseline. The RCS serves three primary purposes: 1. Documents trends in commuting patterns and the use of and prevalent attitudes about available transportation services, 2. Examines how commute alternative programs delivered through GCO and the TMAs and marketing efforts might influence commute travel behavior, and 3. Examines the incentives for and barriers to alternative mode use.

- The 2019 Regional Commute Survey (RCS) received 5,100 responses with a pilot survey in 2018 and the main survey in 2019. The 2019 RCS survey focus areas included where commuters live and work (trip origins and destinations, frequency of telework, and work schedules), commuting patterns (trip distance and time, mode choice and access, motivations, and barriers), factors impacting commute decisions, use of commute programs (awareness, influence, and participation), and benefits and potential impacts.
- The 2020 follow-up RCS was conducted in May 2020, with 1,007 respondents from the 2019 RCS. The 2020 survey asked about current employment and commute details (including work status, essential workers, and commute characteristics), work from home (present day and future practices), benefits and challenges of working from home, and demographics of the sample. 84% of 2020 respondents were working the same job as in 2019, 11% were furloughed or laid off, and 2% stopped working to care for dependents.
- ARC conducted the first Remote Work Survey in April 2020 of 2,900 remote-working employees and employers across the Atlanta region (skewed toward larger employers), distributed via Georgia Commute Options and local-area partners. In August 2020, ARC distributed a second Remote Work Survey to 50% of the respondents that took the first survey. The survey asked about experiences and attitudes about remote work prior to the pandemic, during, and the desired future.
- The TDM Dashboard displays a wide range of performance measures across the TDM program. Data is organized into four categories of behavior change (awareness, influence, participation, and impact) and can be summarized by month and ESO.

Key Outcomes

The RCS and TDM Dashboard provides information to help ARC, Georgia Commute Options, and partner organizations tailor their services to meet commuter needs. However, it is not clear how TDM programs have been adapted based on insights from the surveys. Remote Work Survey materials indicate that TDM programs will explore ways to strengthen support for remote workers, particularly for younger generations and for employees balancing work with childcare and schooling, and to implement or enhance formal telework policies and related tools.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- **Impacts:** Despite losing half of regional TDM program registrants since January 2019, GCO and employer partners have maintained monthly VMT reductions of over 40 million and ~2 million respectively, according to the TDM program dashboard.
- **Employer and commuter interest in TDM programs/incentives:** A key finding of the Remote Work Survey interviews was that there is employer demand for regional coordination and Georgia Commute Options support. The 2019 RCS showed that nearly half of respondents who were driving alone said a $5 per day incentive would motivate them to start using an alternative mode, even if the incentive ended after 30 days. More than 40% would be influenced to try carpooling by a monthly gas card given to the carpool members and 34% would be influenced to try transit by a discounted monthly pass. For commuters that used a GCO service, the top GCO service used was information on commute options, followed by the "Gimme Five" financial incentive program.
- **High access to commute services in TMA areas:** The RCS shows that TDM programs have significant reach, but there is room for improvement. Within TMA service areas, 72% of commuters had access to commute services (46% of commuters did outside of TMA areas).
- **TDM programs catalyze behavior change:** Among respondents who received any services from either GCO or a TMA, 64% said that they took an action after receiving the service to try to change how they traveled to work. 30% of commuters who recalled transportation messaging took an action to change how they commute, and 12% of commuters who recalled messages started using public transit, carpool/ vanpool, walk/bike, or telework, representing more than 103,000 commuters region wide.
- **Increase in clean commute trip tracking:** While total program participation has declined, total clean commute logging increased from 1.5 million in 2019 to over 1.7 million in 2020. This change is due to more telework during the pandemic and a new tool for commuters to log their rides that also included access to more prizes. Since March 2020, over 70% of clean commute trips have been telework (pre-pandemic,46% of pre-pandemic)
- **Engagement with employers, stakeholders, and commuters:** TDM programs held over 900 total virtual meetings with employers and community partners during 2020, which helped spread the word on best practices for the new work environment. In 2020, the GCO team had 325 meetings with public and community entities (cities, counties, chambers, and CIDs). GCO also recruited 22 new school partners and conducted outreach through 337 virtual meetings and events with schools in 2020. The TDM program also shared information with commuters through over 350 unique email campaigns.

Weaknesses

- **Current TDM incentives are not sufficient to induce mode shift:** Overall, current TDM incentives did not appear to be sufficient motivators for 2019 RCS respondents to increase their use of commute options. Respondents were presented with a list of 10 commuter services and asked to rate how much each service would influence them to try an alternative commute mode on a scale of 1 to 5. The highest average score was 3.2 and only three services had average scores of 3.0 or higher. Among respondents who did not participate in incentive programs, the majority cited issues related to personal travel needs or issues with alternative modes, and a small percentage cited issues related directly to characteristics of the incentive programs: 4% did not understand the rules of the program, 3% said they were not eligible under the rules, and 2% said they did not find the awards motivating enough.
- **Limited awareness and participation:** Only 15% of regional commuters knew of Georgia Commute Options (GCO) (a decline from 23% in 2014). The 2019 RCS also showed a notable gap between awareness and participation with commute alternatives. While nearly 60% of employees said their employer offered one or more commute assistance

service (telework and alternative work schedules being most common), only 4% used a GCO service, 7% used a TMA service, and 6% used a financial incentive.

- **Declining participation:** Total program registration has been declining even before the pandemic according to the TDM program dashboard, which shows a decline of 103% from 28,941 registrants in January 2019 and only 14,253 in August 2021.
- **Low access to commute services outside of TMAs:** Outside of TMA areas, only 46% of surveyed employees had access to commute services at work (72% in TMA areas), suggesting that GCO program performance is lagging the TMAs in terms of employer influence and awareness of commute programs.

Opportunities

- **Mode shift due to the pandemic:** Among respondents to the 2020 RCS, there was a net increase of 65% of individuals starting or increasing telework. While every other mode declined, the largest decline was driving alone (net decrease of 55% of individuals). To build on the equity focus and return to work strategy, GCO plans to work directly with more community organizations, especially those representing EJ populations and areas, to educate workers on commute alternative opportunities.
- **Telework:** Prior to the pandemic (in 2019), 41% of Atlanta region commuters teleworked, at least occasionally. The Remote Work Survey shows that interest in teleworking has increased 313% from before the pandemic (0.8 days per week) to January 2021 (3.3 days per week). In August 2020, 60% of employees wanted to work from home 3+ days per week (up from 38% in April 2020). The telework benefits of cost savings and reduced stress have remained constant throughout the pandemic. Executives will continue to support telework: 68% say more employees will work from home periodically, and 42% say more employees will work from home nearly full-time.
- **Transit potential:** 9% of non-transit-commuters knew of a bus or train service available for their commute and would be able to use that service at least one day per week. An additional 5% said they could use transit occasionally to get to work. These transit-potential-respondents represented nearly 350,000 commuters across the Atlanta region.
- **Carpool/Vanpool potential:** One in five commuters (20 percent) indicated that they could carpool, or vanpool given their current work situation. Many commuters who drove alone said that financial incentives would influence them to consider using an alternative mode.
- **Media reach:** Traditional and digital media were common sources for transportation information. Nearly 50% of commuters who received transportation messages heard them on the radio, 31% via television, 28% on social media, and 21% on a billboard. 87% of all commuters said they had an account with at least one of the six social media applications, so there is opportunity to reach a broad spectrum of commuters through social media. 84% of all respondents said they had used at least one travel/trip information application.

Threats

- **Free/subsidized parking:** From the 2019 RCS, 80% of commuters park for free at their worksite or receive free parking from their employer. TDM programs and financial incentives typically are not enough to move commuters from driving alone when parking is free.
- **Transit service gaps:** Gaps in transit network coverage and schedules undermine ridership. 75% of non-transit riders indicated that they did not have access to transit for their commute trip. 11% percent have transit access their work schedule could not accommodate a transit trip.
- **Pandemic effects on shared modes:** Among 2020 RCS respondents who commuted by transit, carpool, or vanpool prior to the pandemic, 46% said they will use those modes less often or stop altogether due to health concerns and sanitation of transit. 39% said they will continue/resume their previous use of shared modes, and 15% were not sure.

- **Other barriers to TDM:** 22% of respondents cited childcare or other schedule constraints as a limitation for participation in TDM programs. 11% said they didn't need the incentive or that it did not apply to their personal travel situation. 4% could not use an alternative mode because they needed a car for work. Threats to telework success include employee concerns (struggle to unplug from work has worsened during the pandemic) and managerial concerns about declining staff morale.

TDM Policy and Planning Guides

Date Published	As of September, 2021	**Time Horizon**	
Lead Organization	ARC	**Asset Type**	TDM Administrators, Programs, and Initiatives
Geographic Scope	Regional		

Summary

ARC commissioned several policy and planning guides that shape the current TDM implementation strategy. This list is not exhaustive, but provides some key examples to understand what is working and not working:

- **Employer Engagement: A Strategic Approach to TDM Program Development in the Atlanta Region, 2019.** This document outlines the employer engagement strategy recommended for Georgia Commute Options and is an update to the recommendations set forward in the *Regional Employer Sales Guide*, developed for ARC in 2016. Key lessons learned over the past two years utilizing that *Guide* were reflected in this updated strategy, as well the stakeholder consultant and ARC recommended measurement and evaluation framework. While primarily focused on GCO, it also sets the tone for TMA engagement.
- **The Regional TDM Program Alignment Performance Evaluation Framework and Action Plan, 2019.** This document outlines a potential new framework for the measurement and evaluation of TDM programs in the Atlanta region. Key elements of the plan include: (1) specification of three overarching goals for the regional TDM program, and (2) four priority performance measures that will be used to track progress toward the goals over time. This framework is used to measure all TDM programming in the region.
- **Construction Mitigation Techniques: TDM Best Practices, 2015.** A consultant team conducted construction mitigation research in coordination with ARC staff and developed a best practices report, acknowledging the regions' efforts to initial steps toward the use of TDM to address construction-related congestion. The plan recommended a broader expansion of the use of TDM to address construction-related delays and impacts.
- **TDM Toolkit for Local Government Agencies, 2018.** Georgia Commute Options designed this toolkit to showcase where TDM and related shared-use mobility strategies can be integrated into local and county government plans and policy. It details how TDM can be encouraged and incorporated into development review, local plans, and employer-based programs and includes information on a variety of TDM strategies and how they can be tailored to different local contexts.

Key Outcomes

These guides provided valuable information, but now require a comprehensive look to see if the intent of the document was achieved, what were the measurable outcomes and next steps. Without a clear evaluation of what was achieved through these planning and policy documents, there is a risk of duplicative efforts, stakeholder fatigue and an unclear understanding of effective strategies.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Stakeholder engagement in the plans and policy development process showcase that regional stakeholders support continued efforts to study and use TDM as a planning and policy tool.
- Implementation of many of the strategies provide lessons learned and a clear path to advancing additional recommendations for TDM policy and planning initiatives.
- The region's desire to continually improve and advance programming is a common theme in the guides.

Weaknesses

- Lack of analysis of the strategies and program impacts and outcomes. For example, if a pilot program was recommended, was it achieved and what were the outcomes? Does it showcase that TDM was an effective tool, and that on-going funding or study should be undertaken?
- The length and complexity of the documents could be a detriment to a reader new to TDM.
- Some planning and policy recommendations are not clearly linked to the larger regional TDM program goals, who will implement each action item and by when. For example, the evaluation framework takes TDM beyond "reduce SOV" and it creates clear pathways to connections to other ARC departments, but this does not currently occur within the programmatic implementation framework.

Opportunities

- This current planning process offers an opportunity to identify topics and needs that require additional planning, policy development and linkages to the implementation framework. It can also provide recommendations on how to tie together TDM planning and programming.
- The TDMCC can be queried on their needs for additional planning and policy documentation, including “How To” handbooks and pilot recommendations for key topic areas.

Threats

- Many TDM recommendations require buy-in by partner agencies to be successful.

Commuter Connections Program

Date Published	N/A	**Time Horizon**	Started in 1974
Lead Organization	Metropolitan Washington Council of Governments	**Asset Type**	TDM Best Practice
Geographic Scope	The Metropolitan Washington, DC region encompassing Washington and 23 jurisdictions across Maryland and Virginia		

Summary

Commuter Connections is a program of the National Capital Region Transportation Planning Board at the Metropolitan Washington Council of Governments (COG) and is funded by the District, Maryland, and Virginia Departments of Transportation, and the U.S. Department of Transportation. While the regional program does not provide funding to local TDM programs, many local Commuter Connections members receive grant funding directly from their respective state governments to implement TDM programming at the local level. The Commuter Connections annual work program clearly identifies roles for the regional and local programs. In addition to the provision of region-wide programs, regional program roles include training, coordination, and provision of resources, while the local programs are responsible for direct employer outreach.

Commuter Connections has focused on four distinct programs in recent years: telework assistance, the Guaranteed Ride Home (GRH) program, employer outreach initiatives, and mass marketing. Commuter Connections (CC) is the central administrator of these offerings, but CC collaborates with other local partner organizations, including local TMAs, to implement them. Commuter Connections also manages the Commuter Operations Center (COC), providing direct assistance to commuters, including carpool and vanpool matching, transit, telework, park and ride information, and other information on travel options. The program has also offered the following: parking management, corporate relocation assistance, bicycle commute programs, and alternative work schedule assistance. Prior marketing efforts have included broad, widespread multimedia campaigns to inform commuters of programs offered by Commuter Connections. Following the COVID-19 pandemic, Commuter Connections identified essential worker target areas and focused its messaging to inform essential workers that transit was a safe and clean option. The general campaign also targeted transit with an additional emphasis on carpooling with trusted individuals, such as family and friends.

Key Outcomes

During the last evaluation period (July 2017 – June 2020), the four main programs exceeded their goals for reducing vehicle miles of travel (VMT) with 2.2 million daily VMT reduced. They fell just short of their trip reduction goals with 119,249 daily trips reduced. While the GRH program fell short of established goals, outcomes for the telework program and mass marketing effort exceeded established goals. These results were somewhat impacted by the pandemic and resulting lockdown beginning in March of 2020. Still, GRH participation has been dropping steadily over the past 15 years.

Commuter Connections also estimates the societal benefits of its programs, including air pollution, greenhouse gas and noise pollution reductions, congestion reduction, fuel savings, and health and safety benefits. Daily cost savings are estimated to be $686,050.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Commuter Connections has existed in some form or another in the region for well over forty years, making it a trusted and established entity in the Washington, D.C. metro area.
- The team at COG administering the program has developed a thorough evaluation approach and can clearly identify the impacts and value of the Commuter Connections programs. Having data broken out by program also allows them to identify what is working and change course if a program is not performing. Their "State of the Commute" survey, which is distributed throughout the region and scheduled for early 2022, will help identify adjustments to the program going forward.
- Commuter Connections has achieved excellent brand awareness. Nearly 60% of commuters could cite a specific message from an advertisement or message about commute information, reflecting solid public familiarity with commuting options and previous successful outreach and ad campaigns historically.
- In response to COVID-19, CC launched an equity focused marketing campaign called Look Again. The campaign targeted the general population with a special focus on equity areas. Staff identified ZIP codes where there were many essential workers and developed a campaign that educated the public about the safety of transit. Outside of equity areas the campaign more broadly educated the public about carpooling and vanpooling with family and friends. The campaign launched prior to the Delta variant increasing case counts. CC staff thought the campaign would fail because of increased case counts associated with Delta, but it was highly successful.

Opportunities

- The post-pandemic return to the worksite is the biggest opportunity. Telework will likely remain strong—the region already had an established and strong culture of teleworking in the area pre-pandemic, with 35% of workers, especially in more white-collar professions, choosing to work from home at least part of the time.

Weaknesses

- The program's sole focus on commute trips and employer-based outreach misses most trips made in the region. With telecommuting expected to remain high post-pandemic, there will likely be an increase in non-commute trips and VMT. That increase could also disproportionately occur in suburban areas where fewer transportation options are available to residents. This trend may reduce the program's overall impact on the trip and VMT reductions in the region.

Threats

- A short-term threat is the uncertainty around the COVID-19 pandemic and the timing of the recovery. COVID-19 caused a large drop in participation in vanpooling, Guaranteed Ride Home, and employer outreach efforts.
- Funding is a possible concern for CC programs. According to reports from CC, CMAQ funding is expected to decrease, following trends from previous fiscal years (the program saw a ~6 million dollar decrease in funding from 2019 to 2020).
- Probably the most tangible threat is the decrease in ridership and associated transit revenues due to the COVID-19 pandemic. A Washington Metro report released in May 2021 suggests that the transit agency expects to gain back only about 42% of its pre-pandemic ridership. DC's strong professional culture and pool of federal workers who have all been given the ability to work from home partially explains this trend and may have a long-term impact on the ability of Metro to provide transit in the region. CC will need to help address this reduction in transit ridership to continue to demonstrate success to stakeholders.

Key Takeaways and Opportunities for ARC

- COG's program evaluation efforts allow it to understand the impacts of its individual programs, which allow it to make strategic adjustments in program delivery and funding. The agency's strong understanding of program impacts allows it to easily demonstrate value to decision makers and program participants.

- CC's efforts to address the travel needs of essential workers proved successful even as the Delta variant surprised communities by driving an increase in COVID-19 cases. The success of the effort in difficult conditions demonstrates that TDM programs that target essential workers can create strong value.
- While CC's program participation dropped significantly since COVID-19, they believe that their core programs remain valuable and do not plan any major pivots away from those programs in the near- or long-term.

Smart Commute Program

Date Published	N/A	**Time Horizon**	2001 to present
Lead Organization	Metrolinx	**Asset Type**	TDM Best Practice
Geographic Scope	The Greater Toronto and Hamilton Area in Ontario Canada consisting of approximately 7 million residents and 30 towns, cities, and regional municipalities		

Summary

The Smart Commute program delivers TDM services throughout the Greater Toronto and Hamilton Area (GTHA) of Ontario Canada. The program was managed by Metrolinx in coordination with local governments throughout the GTHA. Metrolinx is a provincial government agency founded in 2006, and it is responsible for the coordination, planning, financing, and developing of an integrated multimodal regional transportation network and the centralized procurement of transit system vehicles, equipment, technologies, and facilities. The agency is currently overseeing a significant expansion of the region's transit system that includes a tripling of trains, light rail lines, and bus us rapid transit along with a quadrupling of regional rail service.

The Smart Commute program had its genesis in 2001 with the launch of a single transportation management association (TMA). As the number of TMAs in the GTHA increased and TDM service delivery expanded, some elements of service delivery were centralized through Metrolinx. This resulted in consolidated branding under the Smart Commute name. All TMAs used the Smart Commute brand with a trailing identifier based on the geographic coverage area of the TMA such as Smart Commute Hamilton and Smart Commute Peel. Metrolinx provided a 50/50 funding match to the TMAs operating under the Smart Commute brand along with a centralized ridematching, trip planning, and rewards tool. Metrolinx helped coordinate regional campaigns and established service delivery expectations as part of its funding. TMAs had latitude to implement programming specific to their unique geographies, and at its peak the Smart Commute program consisted of 13 TMAs sponsored primarily by government agencies that matched funding from Metrolinx.

In 2018 the party in control of the provincial government changed, and the new government amended the mandate of Metrolinx to focus the agency on regional transit delivery and service excellence. The Smart Commute program was determined to be outside of Metrolinx's narrowed focus. In March 2019 Metrolinx provided notice to its TMA and government partners that it would end support for the Smart Commute program in June 2019. The agency subsequently transitioned its online commute tools and program resources to the city of Hamilton and fully exited participation in the Smart Commute program at the end of the year.

In response to the sudden loss of funding and a coordinating agency, many municipalities ceased their own funding of TMA services, or drastically cut their services. Other municipalities provided additional funds to maintain TMA services within their jurisdictions. In 2021, local municipalities collectively created a memorandum of understanding in which they agreed to maintain the Smart Commute brand and to coordinate on the maintenance of a central ridematching, trip planning, and rewards tool along with regional campaigns. The program currently consists of six active TMAs, down from 13. It is anticipated that other local municipalities will rejoin the program in the future.

Key Outcomes

This best practice is not intended to provide examples of services that ARC can undertake or innovative ways of delivering those services. Rather, it was provided to show how established regional TDM programs can be susceptible to sudden political changes and potential collapse. The Smart Commute program had a broad network of more than 300 employers and 750,000 employees along with clear and strong support from many local governments—demonstrated by their willingness to

increase funding for TMA services after the withdrawal of Metrolinx. Within that context, the program still suffered a collapse that halved the number of TMAs within the GTHA.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths/Opportunities

- The regionalism of the Smart Commute program was a clear strength. The program offered uniform branding, campaigns, and tools. The regionalism was so strong that even in the absence of a regional coordinating agency, many local governments stepped up to maintain TMA services and the shared regional elements of the program.
- As a major funder, Metrolinx exercised significant control over the services TMAs offered and the way program impacts were measured. With more local control, the local governments and their TMAs will be better able to focus on their unique geographic needs and refocus program delivery around goals and objectives established within their communities.
- The loss of Metrolinx funds has resulted in more diversified funding at a regional level. No longer is the entire region susceptible to a loss of funding from a single entity.

Weaknesses/Threats

- The supporters of the Smart Commute program within and external to Metrolinx where unable to sustain support after a change in government and agency direction. This shows the program lacked diverse political support and the metrics to show that it could be relevant as Metrolinx adjusted its focus.
- Local funding cuts at some municipalities reflect how the program lacked strong political support across the entire municipal level. Metrolinx controlled the program metrics and reporting, which did not always speak to local priorities. This sometimes caused the program to be seen as more of a regional interest and resulted in less local support and advocacy against funding cuts.
- While TMA funding is more diversified at the regional level, it is less diversified at the local level. Where programs were funded with regional and local funds in the past, they are now entirely dependent on local funds and, in some cases, membership fees. The impact of this loss of diversification is seen in the reduction of TMAs from 13 to 6.

Key Takeaways and Opportunities for ARC

- The Smart Commute story shows the importance of maintaining internal agency support and external political support for TDM programs.
- Metrolinx was overly prescriptive in how programs were measured and what metrics were tracked, which impacts what services are delivered and how success is reported. This made it difficult for TMAs to show benefits in some municipalities where local goals and objectives differed from those of Metrolinx.
- The Smart Commute story also shows the need to have strong data regarding the impacts and benefits of TDM services and to make sure those impacts and benefits are well understood among agency stakeholders.

Metro Regional Travel Options Program

Date Published	N/A	**Time Horizon**	Founded in 1993
Lead Organization	Metro (Oregon), Regional Travel Options	**Asset Type**	TDM Best Practices
Geographic Scope	Portland Metro Area (Washington, Clark, Multnomah, and Clackamas Counties)		

Summary

Metro is a regional government serving the metropolitan Portland, OR area. It serves 24 cities and three counties with 1.5 million residents.

Metro's Regional Travel Options (RTO) program funds and supports transportation demand management strategies to increase the use of travel options, reduce pollution, and improve mobility. It does not provide direct services to businesses or travelers. Instead, the agency works with partners in the area, including TriMet, the transportation service provider for the city, the city of Portland, and several TMAs. The program primarily sets policy and provides more than $2 million in funding to partners in the region, awarding grants rather than running its own programs. RTO recently created two sub-programs with their funding allocation: one focused on businesses and commuters and one focused on safe-routes-to-school and communities. The reorganization results from a shift to address more than commute trips and a desire to drive change on the residential side. One example of a neighborhood project they might fund is a partner group's research about BIPOC communities' use of bicycles and how communities of color can benefit from increased bicycle activity in their neighborhoods.

The COVID-19 pandemic prompted RTO to assist their grantees with adjusting work plans. The program was not well set up to consider the needs of essential workers. The pandemic led the team to consider more thoroughly how their program is structured to address racial equity needs and better serve the entire community.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

Metro's RTO program had the ability and flexibility to change its offerings to provide telework and related resources to businesses during the pandemic. Beyond that, the program responded to a growing need to address trips beyond commute trips and create a more equitable program by creating two sub-programs that split out commute trips from school-based and residential trips. Both the pandemic adjustments and the addition of a resident-based program forced the organization to better understand their partners' needs and the needs of the larger population.

Opportunities

- A strong interest and take-up of teleworking during the pandemic offer opportunities to work with employers to continue to support telework options once the pandemic subsides.
- The city of Portland benefits from a robust bike network and a bike mode share that is higher than in most US cities. Both establish biking as a cultural norm, providing a good basis for interventions that further increase bicycling within the city and provides a model for other parts of the region.
- Continued expected population growth would increase the need to move more people with the existing transportation infrastructure.

Weaknesses/Threats

- The transit system does not provide reliable transportation for people who work outside of an 8-to-5 workday. Late-night transit is lacking due to funding constraints. The region does not have a regional vanpool effort that would fill the gaps in transit service.
- A funding gap exists between the ambitious plans the region has and the massively outdated infrastructure in the region. Current sources of transit funding have not been adequate to support needed maintenance and expansion of transit systems to serve growing populations.
- The region's rapid rise in the cost of living has made it difficult for commuters to live close to work.

Key Takeaways and Opportunities for ARC

- Take the time to identify community needs and make sure you seek out audiences who are not at the table and voices you do not typically hear.
- Putting a focus on equity will require adding tools to the toolbox and approaching TDM differently but will improve and expand the program.
- Opportunities exist to deliver TDM at the employer and resident levels and to address trips beyond the commute.

Way to Go – Commuter Services

Date Published	N/A	**Time Horizon**	1970s to Present
Lead Organization	Denver Regional Council of Government	**Asset Type**	TDM Best Practice
Geographic Scope	The Denver metropolitan area, which includes nine counties and almost fifty municipalities with a population above 3 million.		

Summary & Key Outcomes

Way to Go is a commuter services program operated by the Denver Regional Council of Governments (DRCOG), which is the combined metropolitan planning organization and council of governments for the Denver region. DRCOG began offering TDM services in the 1970s and was one of the first users of computer-based ridematching. Originally called RideArrangers, the program updated its brand about a decade ago to be more inclusive of travel options beyond carpooling and vanpooling.

Way to Go provides carpool, vanpool, SchoolPool, transit, bike, walk, telework/flexible work schedule support, and a guaranteed ride home program. The vanpool service is operated in coordination with Commute with Enterprise and RTD, the regional transit agency. The partnership with RTD allows Way to Go to subsidize vanpool fares. The Guaranteed Ride Home program is integrated with the vanpool program, and employers who purchase EcoPasses for their employees can add the program for a small cost. The EcoPass is an all-inclusive transit pass that employers purchase for every employee at a deep discount. SchoolPool helps parents form carpools for getting their children to and from school.

Way to Go also licenses the regional ridematching, trip planning, and incentive tool operated by RideAmigos. The agency maintains a contract for regional marketing services to promote travel options and major events like Bike to Work Day and Go-Tober, which encourage commuters to try non-auto modes to get to work.

There are eight transportation management associations (TMAs) that provide TDM services to employers and residents throughout the region. Way to Go partners with these agencies for regional campaigns, carpool and vanpool formation, and general employer support. Established TMAs can participate in DRCOG's Partnership Program, which provides the TMAs with funding to implement TDM services that align with Way to Go's goals and objectives. In addition to the Partnership Program, TMAs can seek funding through DRCOG's biennial TDM Set-Aside, which is a grant program that funds TDM throughout the region. All government agencies and non-profits with government sponsors can seek funding through the TDM Set-Aside.

The Way to Go program has a staff member assigned to program evaluation. Regular surveys are conducted of carpool and SchoolPool program participants and individuals who participate in regional campaigns such as Bike to Work Day and Go-Tober.

In response to the COVID-19 pandemic, Way to Go adjusted some of its program delivery. The SchoolPool program used its network and tools to help families form at-home learning pods. The program also launched the Telework Tomorrow campaign to help employers with remote work implementation.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths/Opportunities

- DRCOG and the Way to Go program are known for their regionalism. The Way to Go Partnership creates a strong link between Way to Go offerings and the work of TMAs. It also strengthens TMAs by providing them with a secure and renewing funding source. The partnership also creates cost savings by maintaining a single trip planning and incentive platform, conducting regional TDM marketing through a single contract, and managing regional campaigns through Way to Go.

- The SchoolPool program has been in place for more than 20 years and is exceptionally effective. The program has a dedicated staff person and originally focused on private and charter schools that lacked bus service. Over the years it has expanded to include public and other schools with bus service.
- Way to Go has good data on its impacts and works closely with its partner TMAs to collect data on the impacts of work completed with funding provided through DRCOG.
- TMAs from outside Colorado frequently speak highly of the creative assets that Way to Go has developed in coordination with its marketing agency.
- The annual Bike to Work Day campaign brings together numerous local municipalities, counties, employers, non-profits, and TMA partners, and prior to COVID-19 attracted more than 30,000 participants. It's a standout campaign that furthers regionalism and excites partners.

Weaknesses/Threats

- The partnership between Way to Go and TMAs has the benefit of integrating service delivery, but the focus on achieving regionally desirable metrics can distract TMAs from local goals and result in programs that are less desirable to local governments, employers, and travelers.
- While DRCOG/Way to Go oversees the allocation of grant funds, the agency is not responsible for contracting; contracts are managed through the Colorado Department of Transportation (CDOT). The CDOT contracting process is very slow and results in frequent funding gaps for TMA partners that can last multiple months.

Key Takeaways and Opportunities for ARC

- Way to Go is likely one of the regional TDM programs most like ARC and Georgia Commute Options. Both agencies may benefit from peer exchanges.
- When coordinating with TMAs and assisting them with service delivery, ensure that the work they conduct is focused on achieving goals and objectives that align with their local funders and partners in addition to those established by ARC.

Your Move Stirling

Date Published	November 2021	**Time Horizon**	September 2020 – June 2021
Lead Organization	Western Australia Department of Transport (a state government provides the regional planning function)	**Asset Type**	TDM Best Practice
Geographic Scope	City of Stirling, a city within the Perth Metropolitan Region, Western Australia		

Summary & Key Outcomes

The Western Australia Department of Transport partnered with the City of Stirling to deliver the "Your Move Stirling" travel behavior change intervention targeting a specific geographic area within the City of Stirling. The target area was selected through advanced research to determine the parts of the city where residents and employees had the greatest potential to travel without a car. The target area included about 28,000 households, seven elementary schools, and a small cluster of workplaces. The program's goal was to increase walking, cycling, and transit trips for all trip types. The total project cost, including consultants and infrastructure cost, was AU $1.6 million, approximately US $1.2 million.

The first part of the Your Move strategy was to engage residents, schools, and workplaces in just one area of the city, all at the same time. The second part of the strategy was to combine (1) providing one-on-one, personalized information, coaching, and incentives to all program participants and (2) installing supportive infrastructure upgrades (including new bikes racks, wayfinding signs, bus stop upgrades, and pedestrian safety upgrades around schools).

All 28,000 households were invited to join Your Move via a mailed letter, direct phone calls, and invitations to parents via their local school. 16,150 residents in the area agreed to join the program. These residents each received a collection of neighborhood maps and informational materials tailored to the travel mode and trip type they were most interested in trying. Participants received discount vouchers for local shops they could walk or cycle to (9,000 vouchers were distributed). 1,400 residents that were not current transit users, and expressed interest in trying transit, were given free transit passes with AU$25 in credit. These resources and incentives were hand-delivered to participants' homes. The participants were eligible for up to two personalized coaching calls from trained experts where they set personally relevant goals for ways to get around without a car. 11,250 participants completed one of these calls, and 7,950 completed both calls. After the first call, 80% of participants set at least one active transportation goal. After the second call, 73% of participants set one or more goals.

All seven elementary schools with local catchments in the same area joined the program. Each held a half-day "active travel festival," received on-site bike education classes (600 students attended), and had students join in activities using chalk to mark the safest routes to school on the sidewalks leading to the school (chalked routes were later vetted by professionals and marked by permanent signage). Students received travel information packs to take home to parents, which encouraged the parents to join the residential program described above.

Within the same geography, the local transit agency upgraded transit informational signage at 72 bus stops. The state and local government partnered to install:

- 57 new bike racks at key locations
- 300 on-pavement wayfinding signs letting people know places and distances they could walk to from that spot
- 60 bike safety signs
- 99 school wayfinding signs showing the best routes to walk to school
- 80 tactile warning surfaces at sidewalk intersections

Program evaluation included data collected from all 16,149 participants at the point of joining and at the end of the program. A statistically significant sub-set of randomized participants were asked more extensive evaluation pre- and post-program questions. All participants were sent a qualitative questionnaire following the program, with data used to refine future programs. Detailed travel data from the transit passes distributed will also be used for evaluation. In addition, students at all seven primary schools completed before and after program surveys about how they traveled to school. The agency has not yet published detailed program results.

Your Move Stirling was the fifth Your Move branded travel behavior change program delivered by the Western Australia Department of Transport within the Perth Metropolitan Region. The sixth iteration of this project will launch in early 2022 in a new target area within Perth.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Focusing staffing and financial resources in one area at a time.
- Partnering with local governments, which compete to have Your Move come to their area and provide match funding (something they can do for a one-time focused effort).
- Aligning the selection of local areas with the opening of new or upgraded transit lines or regional bike paths.
- Continuing ongoing partnerships with the transit agency, which provides free transit passes, bus stop upgrades, and data for evaluation. The transit agency continues to partner because of the detailed return on investment analysis done by the Department of Transport in past years that showed that providing free transit passes yielded a significant return on investment.
- Partnering with local schools and linking school and resident engagement together.
- Collecting extensive evaluation data for all program participants (direct participant evaluation data has been central to the state agency maintaining funding for Your Move over the years).

Weaknesses

- While there is an ongoing, regionwide Your Move program that supports workplaces and schools across all of Perth, the intensive Your Move community program only occurs in one area at a time. Once the program ends, the focus on that area fades to a degree (though dedicated efforts to maintain school engagement over time are in place).
- Project delivery requires specialized resources, including both internal staff and external contractors with unique knowledge of how these programs are delivered successfully.

Opportunities

- Currently, the Western Australian state government is committed to substantial regional transit and bike path upgrades. As this new infrastructure comes online, the Department of Transport has expanded opportunities to align this focused TDM program intervention in these locations to support the new infrastructure investments.
- Your Move has continually integrated new digital technologies to enhance service delivery efficiency and personalization while maintaining the core one-on-one human dialogue aspects at the heart of the service. Examples included personalized emails that piped in the goals individuals had set for themselves and specific retail vouchers they had previously selected.

Threats

- The program always faces funding threats with changes in state governmental political leadership. However, variations of Your Move have now been running in Perth for twenty years under the political leadership of two of Australia's largest political parties.
- Given that a large aspect of the program includes phone coaching conversations, ongoing declines in landline phones pose a minor threat (though the program has shifted successfully to most calls done over mobile phones in the past few years).

Key Takeaways and Opportunities for ARC

- Concentrating residential outreach, school engagement, and infrastructure improvements in one specific, small area and during one time allowed the project to use reinforcing messaging and magnify its impact.
- Coordinating infrastructure interventions with TDM outreach introduces tangible improvements into the process and increases program visibility.
- Providing program funding and requiring a local match and active participation and commitment.

Partnership for Southern Equity/TransFormation Alliance

Date Published	As of September, 2021	**Time Horizon**	N/A
Lead Organization	Partnership for Southern Equity	**Asset Type**	Policy
Geographic Scope	Metro Atlanta		

Summary

The Partnership for Southern Equity (PSE) advances policies and institutional actions that promote racial equity and shared prosperity for all in the growth of metropolitan Atlanta and the American South.

PSE's Principles of Shared Prosperity set the tone for a different, more equitable future - where residents can participate in and prosper from decisions that shape the places they live.

1. Development must happen with people, not to people.
2. Public and private investments should produce outcomes for "people, planet & profit;"
3. Equitable growth is the superior growth model; and
4. Building capacity can enable communities to lead and own change efforts.

While the principles of shared prosperity are the foundation for PSE's work across all its portfolios, they are particularly resonant for the Just Growth (Equitable Development) issue area, which offers a community engagement platform for residents of all races, incomes, and backgrounds to influence decision-making within development projects that impact them (e.g., housing, greenspace, water, transportation). This includes a network of diverse businesses, politicians, non-profits, academics, and community members committed to furthering equitable development in the South to support sustainable, self-sufficient communities and diverse participation in land-use, infrastructure investment and decision making in ways that benefit all communities.

Notably, PSE serves as the Racial Equity Champion for the TransFormation Alliance (TFA), which is a broad partnership of organizations from the private, public and nonprofit sectors dedicated to creating thriving, mixed-income communities anchored by transit and linked to all the opportunities and amenities that make Atlanta great.

Key Outcomes

- **Equitable Transit Oriented Development -** PSE serves as the Racial Equity Champion for the TransFormation Alliance (TFA), a broad partnership of organizations from the private, public and nonprofit sectors dedicated to creating thriving, mixed-income communities anchored by transit and linked to all the opportunities and amenities that make Atlanta great.
    - Part of PSE's work as the Racial Equity Champion has been to develop and execute the TFA Academy, a resident-focused training program, primarily serving communities in southwest Atlanta.
    - PSE Launched and arts-based community engagement project resulting in large scale murals at four MARTA stations
    - Developed and Equity Evaluation tool for measuring the value a development brings to a community, which has been included in MARTA's RFP process
    - Influenced MARTA's Referendum project list with analysis of infrastructure needs around stations and community engagement
    - TOD Transit Rider Survey - Focused primarily on automobile dependent populations using stations located in underinvested neighborhoods primed for catalytic: TOD Transit Rider Survey Report
    - TOD Implementation Strategy Assistance - Presents the opportunities for additional Transit Oriented Development (TOD) in and around the existing network of 37 MARTA heavy rail stations in the. Atlanta region. Transit-Oriented Development Implementation Strategy Assistance

  - Equitable TOD Feasibility Analysis Report - An Equitable TOD strategy should align with demand by income quintiles existing in a given market area. Equitable TOD Market and Financial Feasibility Analysis
  - Equitable TOD Typology for the Atlanta Region - The regional TOD Typology evaluates TOD opportunities through a social equity lens to better understand the vulnerability of communities around the transit system and help identify context-sensitive strategies and investments that will improve the community fabric while better connecting people to the regional economy. An Equitable TOD Typology for the Atlanta Region
- **Community Engagement:** PSE has a long history of working with community leaders on the ground across the region to facilitate strong civic engagement on critical growth issues - most prominently around transportation investment and development. PSE's model of building community capacity for change differs from campaign-oriented organizing efforts, which traditionally seek to rally communities around a short-term vote opportunity. For PSE, transformational change only comes with development of long-term relationships, and supporting leadership development within communities.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Access to community groups. PSE has strong community ties and can help with introductions and forming additional partnerships. Just Growth, in collaboration with Climate Interactive, hosts the Just Growth Circle (JGC), a network of diverse businesses, politicians, non-profits, academics, and community members committed to furthering equitable development in the South.
- Connection between transit and equity. PSE and TFA are very knowledgeable in the transit arena, especially as it relates to equity. They offer transit resources that can be applied to TDM planning and implementation.

Weaknesses

- Multiple focus areas**.** PSE focuses on several areas of inequity, so TDM is not the organization's primary focus
- Age of resources. Several of the PSE and TFA resources are several years old and may require a refresh.

Opportunities

- Provide an avenue to discuss the relationship between TDM and equity and in turn deepen connection within communities.
- A platform to present TDM plan objectives at the Just Growth Circle
- Future participation in the TFA Academy, a resident-focused training program, primarily serving communities in southwest Atlanta to showcase TDM benefits.
- Resource refresh. Several of the PSE and TFA resources are several years old and maybe require a refresh, which would allow for TDM programming to be included as a key strategy.

Threats

- Lack of sustainable funding is a potential threat for the TFA, as TFA has operated with limited-term grants and is currently seeking new funding.

-

The Multi-Agency Alliance for Children (MAAC)

Date Published	MAAC Website was reviewed (no specific publication date)	**Time Horizon**	1996-Present
Lead Organization	MAAC	**Asset Type**	Policy Agendas for Targeted, Local Non-Profits.
Geographic Scope	Metro Atlanta, and statewide		

Summary

Since its inception in 1996 by directors of multiple non-profits, the Multi-Agency Alliance for Children (MAAC) has served children in the state of Georgia who have experienced foster care and who have high-end behavioral health needs. Through collaboration with partner agencies, MAAC aims to improve the child welfare system and to help these children overcome unique challenges they have faced to ultimately find success. MAAC's mission is to coordinate "people, resources, information, and a network of quality providers to create positive outcomes for Georgia's youth and families". Each month, MAAC's 10 core programs, in partnership with their network of local agencies and other affiliate partners, reach more than 1,000 youth to assist with placement, self-sufficiency, crisis recovery, and other needs. The MAAC network of partner agencies includes: Creative Community Services, Inc; The Methodist Home for Children and Youth; Hillside Atlanta; Goshen Valley; Twin Cedars Youth and Family Services, Inc; Elks Aidmore, Inc; Youth Villages Georgia; Georgia Baptist Children's Homes and Family Ministries, Inc; and Devereux Advanced Behavioral Health. Each partner leverages their unique expertise to support MAAC's programming.

The MAAC team "utilizes strengths-based planning to coordinate a unique, individualized approach for every MAAC youth, while maintaining youth voice and choice as the center of the work, placing them in the partner agency or affiliate best suited to meet their needs and personal goals". Additionally, a MAAC staff member is assigned to every youth to support their case. Their work has been recognized regionally and nationally. In addition to recognition for their work, MAAC has been recognized as a Top Workplace by AJC in 2018 and 2019.

On the front page of their website, MAAC notes that they welcome and recognize "the importance of diversity and will ensure that the cultural or ethnic customs and beliefs, sexual orientation, gender identity, gender expression, disability, and any other individual needs of all clients and youth served will be respected by agency staff". MAAC is recognized by the Sanctuary Institute as a Sanctuary-certified organization, received a GuideStar Gold Seal of Transparency in 2021, and has had COA-accreditation since 2008—one of only two Networks in the U.S. to receive such accreditation.

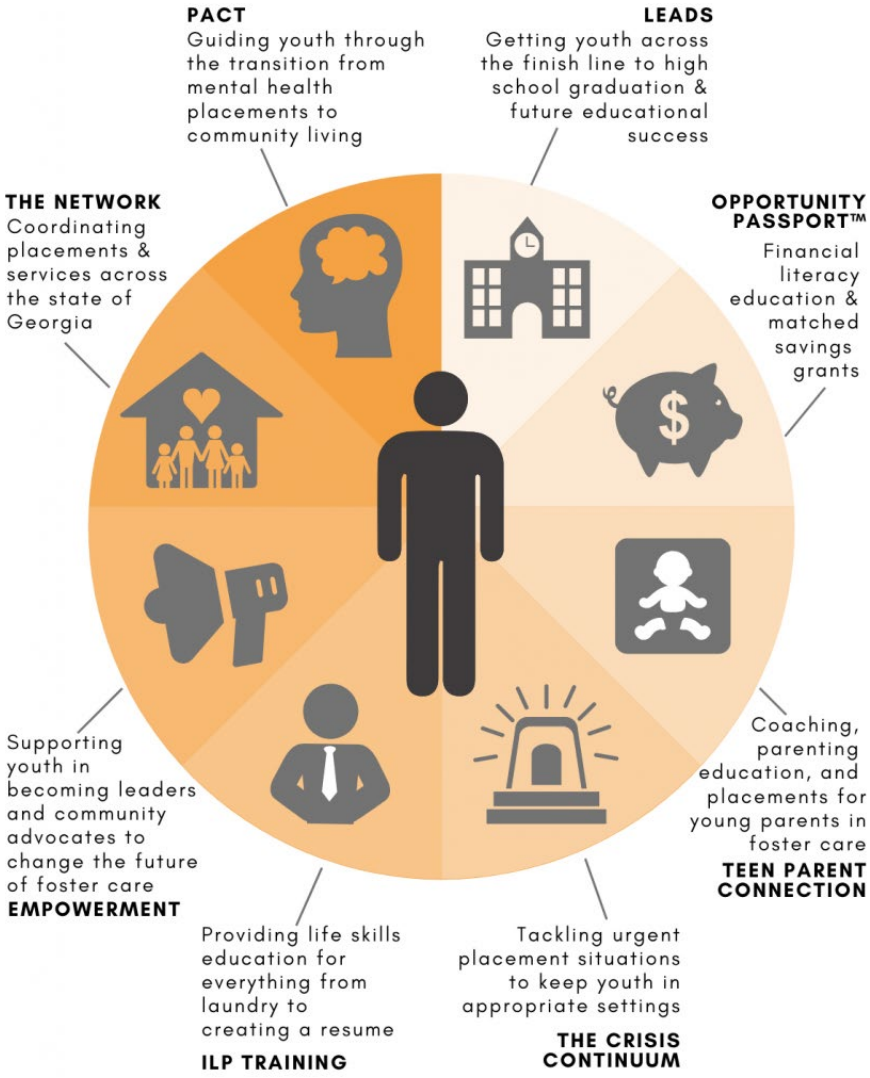


Figure 1 The MAAC Program Model (source)

Key Outcomes

MAAC has eight components to their program model, summarized below. While not all outcomes may be explicitly related to the regional TDM program, they do allow for numerous opportunities for collaboration, which are summarized in the next section.

MAAC Employment and Training (MET) Program: The MET program aims to "provide young adults who have experienced foster care with the skills, connections, and opportunities to succeed in the workforce through high-demand IT and technical apprenticeships supported by MAAC's experienced, trauma-informed staff". MAAC partners with local employers to provide education and training, both for technical and on soft skills. The MET program can also help support young adults experiencing homelessness or housing insecurity. The housing support model "also includes education, advocacy, employment opportunities, emergency assistance, and ongoing connections to a community of support to promote long-term stability".

LEADS (Learn, Education, Achieve, Dream, and Succeed): MAAC's LEADS program connects youth in foster care with an educational coordinator to help them meet educational assessment standards and map out an Educational Action Plan.

Network Collaborative: MAAC's network refers to their network of 9 partner agencies and more than 15 contract agencies who help with customized card and placement coordination across Georgia.

Opportunity Passport: This is a matched savings program where eligible youth (aged 14-26, who spent at least 6 months with Georgia's foster care or other youth-serving care system) may participate in financial literacy trainings and receive match funding (with caps between $1,000 and $3,000, depending on the match source and pathway taken) in savings.

Teen Parent Connection (TPC): The TPC program, available in Metro Atlanta as well as areas in northern and central Georgia, connects credentialed life coaches with pregnant or parenting teens in State custody. Services include screenings and assessments, job skills training, career placement, financial literacy, educational support, and legal support.

PACT (Permanency focused, Action Oriented, Collaboration, Team-based) Program: This program guides youth from mental health placements into more sustainable community living arrangements. The program aims to help improve relationships between youth, families, and community providers, decrease stays for youth in high-level placements, and effectively move youth to permanent living arrangements to foster sustainable connections.

Crisis Continuum: Working with the state Division's Office of Provider Relations Unit, MAAC's Crisis Continuum program helps to find stable, more permanent placements for youth in a time where the state's available placements are decreasing given an increasing number of youth with intense needs entering foster care.

EmpowerMEnt: This initiative within MAAC was founded and is led by former and current youth in Georgia who experienced foster care. The group advocates for youth voices to drive change in the foster care system.

Fill the Gap: MAAC allows donors to purchase gifts that directly support their youth; some examples include a MARTA card, professional attire, and a laptop.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

Caring for underserved communities and equity emphasis: MAAC is focused on serving youth impacted by foster care in the state of Georgia. As mentioned in MAAC's summary of their Crisis Continuum program, available care and placement resources in Georgia are stretched, particularly to serve youth with "intense needs". MAAC's robust care programming and holistic model help fill the gaps in resources available to care for underserved youth in foster care. Additionally, their programming aims to help empower youth, mitigate barriers, and provide critical life skills for stability and success. MAAC is also an openly inclusive organization, recognizing and respecting diversity in all forms. As such, their work is in alignment with current and future efforts to integrate equity into the regional TDM program.

Weaknesses

There were no explicit weaknesses identified in terms of MAAC's key programs/outcomes and their effects on the regional TDM program. Traditionally regional TDM programs serve employees; because MAAC's programs are, in large part, youth focused, many of their clients may not yet be working or subsequently eligible for employer based TDM programs. However, this is not necessarily a weakness of MAAC, as there are many opportunities for the regional TDM program to serve the communities MAAC works with, particularly as it relates to job training and development.

Opportunities

Key opportunities for the regional TDM program include collaboration with MAAC to **connect youth to opportunities** and **enhance outreach efforts**.

In connecting youth to opportunities, the regional TDM program could coordinate with MAAC to:

- Provide options for transportation services to and from in-person meetings for MAAC's programs
- Provide options for transportation for youth transitioning between placements

- In collaboration with local schools and MAAC LEAD educational coordinators, outline school transportation options through Georgia Commute Schools and establish the ideal routine in students' Educational Action Plans
- Facilitate carpools and vanpools with members of the MET program and those in TPC employment training
- Sponsor clean-commute related gifts available for Fill the Gap

In enhancing outreach efforts, the regional TDM program could coordinate with MAAC to:

- Through Georgia Commute Schools, work with the schools serving MAAC clients to outline school-wide transportation options
- Through Georgia Commute Schools, develop lesson plans for local schools that could be integrated into MAAC's Opportunity Passport matched savings program
- Share TDM program services with members of the MET program and those in TPC employment training, like Guaranteed Ride Home (GRH)
- Work with employers participating in the MET program to develop employer-based commute solutions
- Provide a framework to be used for MET and TPC employment training participants to evaluate cost savings of using Clean Commute Options. This tool could also be used in lessons for MAAC's Opportunity Passport.
- Leverage MAAC's Network Collaborative to distribute educational materials on commute options to youth and families using MAAC's programs

Threats

While there were no explicit threats to the regional TDM program identified, MAAC is a non-profit and relies on external donations to continue programming. Any changes in the level of support received may impact MAAC programs and opportunities for collaboration.

AARP GA/ATL Chapter

Date Published	Varies; Documents reviewed: AARP GA Website (current) AARP ATL Website (current) Atlanta Age-Friendly Action Plan (2014)	**Time Horizon**	Not strictly defined
Lead Organization	AARP	**Asset Type**	Policy Agendas for Targeted, Local Non-Profits.
Geographic Scope	e.g., GA and ATL chapter have statewide and citywide focus; AARP is a national/international non-profit		

Summary

Founded in 1958, AARP is a non-profit organization focused on advocacy and service for populations 50 and older. AARP Georgia (AARP GA) and the AARP Atlanta Chapter are state and local AARP groups. Their local webpage provides local resources related to volunteer opportunities, caregiving, scam-tracking, the AARP livability index, senior assistance, driving safety courses, tax preparation services, and employment. Various events and community happenings are also shared on the site. AARP Georgia is also headquartered in Atlanta, and has specific staff points of contact for AARP's age-friendly/livable communities initiative, LGBT advocacy, and general advocacy. Atlanta is also showcased as one of AARP's age-friendly communities, and Atlanta's Age-Friendly Action Plan notes that Atlanta residents age 50 and older view convenient and safe transportation as the most important aspect of having a livable community.

AARP GA is a member of Atlanta's Midtown Alliance, who notes on their webpage that "AARP Georgia has an emphasis on Advocacy, Caregiving, Fraud, LGBT, Livable Communities, and Veterans. With a nationwide presence and more than 1 million members in the Peach State, AARP strengthens communities and advocates for what matters most to families: health security, financial stability and personal fulfillment."

Key Outcomes

Caregiver support: AARP's family caregiving division provides an abundance of resources related to supporting working caregivers, for both caregivers themselves, their families, and their employers. A key identified task caregivers are regularly involved in is arranging transportation for doctors' visits or to other key services. The Atlanta AARP chapter supports these efforts. They hosted a free virtual caregiving conference in 2020 that showcased available resources for caregivers. In 2021, they held the 2021 Family Caregiver Expo event to educate caregivers about resources to help their families and themselves in their role.

Small business and employment support: AARP GA collaborates with CSRA SCORE of Greater Aiken, Augusta Technical College and Rhodes Porter to develop and host a Small Business Start-Up Series, offering four free sessions on starting and growing small businesses. Additionally, AARP's Senior Community Service Employment Program is offered out of AARP Atlanta's office, along with two other offices in Georgia (DeKalb and Snellville). This program helps find work for low-income, 55+ adults. The Atlanta local chapter posts a local job search on their chapter website, as well.

Smart Driver courses, trainings, and Community Challenge grants: AARP Atlanta advertises AARP's Smart Driver offerings, including courses and workshops. Topics included learning about the safety benefits of new vehicle technologies, vehicle safety and comfort based on proper fit, ridesharing with Uber and Lyft, and navigating discussions of loved ones' driving skills. AARP Atlanta advertised an online offering from AARP's Senior Planet division on the use of Google Maps. The webinar emphasized Google Map's transportation planning feature, including its ability to provide a route based on ones' preferred mode of transport (walk, drive, bike, transit). AARP Georgia also funded the Bike Walk Macon project, which "will improve

the connectivity, bikeability and walkability of three high-traffic, residential corridors. Bike Walk Macon will engage residents of all ages to select, design and install at least three permanent traffic-calming features."

Health and fitness: AARP's Georgia and the Atlanta local chapter host and sponsor a number of fitness events for the community, including a free weekly virtual workout, a Virtual Wellness Expo focused on African American women's health, yoga classes, and "walk with a doc", a virtually hosted event where listeners can take a walk and tune in for a discussion with a Certified Health Coach. Additionally, three projects funded by AARP Georgia Community Challenge Grants are focused on increasing community access to healthy foods.

Equity and advocacy: AARP GA and the Atlanta local chapter are involved in many advocacy activities for older adults, including engaging 50+ and 65+ voters, caregiving resources, employment services, health and fitness activities, and COVID-19 testing and vaccination resources. Beyond this, AARP Atlanta co-hosted a "Listening Out Loud: A Celebration of LGBTQ Voices" virtual event, and a statement from the executive AARP team in support of Supreme Court protections for LGBT employees was shared on the local Atlanta page. The Atlanta local chapter shares AARP events and resources for Women Veteran's on their page, and AARP Georgia's sponsored Virtual Wellness Expo focused on disparities in chronic diseases impacted by COVID-19. Finally, AARP as a whole, ranks locations on their 'Livability Index', which rates areas based on housing, neighborhood access, transportation options, environmental health, civic engagement, and opportunities.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- **Involvement in livability and transportation sphere:** As previously mentioned, Atlanta's AARP Age-Friendly Action Plan notes that safe and convenient transportation is the most important aspect of a livable community to Atlanta residents 50 and older. In addition to transportation-related course offerings, AARP GA has tapped into this in funding safe, clean transportation initiatives through their community challenge grants. Their support of the Bike Walk Macon project to improve connectivity, bikeability, and walkability in high-traffic corridors utilizing traffic calming measures is aligned with regional TDM goals to reduce SOV automobile travel in its aim to make other modes safe and convenient for the Atlanta community.
- **Equity-lens:** AARP's non-profit work not only champions advocacy for 50 and older populations but has resources for a number of additional community identities. AARP hosts community pages with specific resources and events for Asian American and Pacific Islander, Black, Hispanic, and Native American communities, as well as for the LGBTQ community. AARP GA/ATL's events demonstrate dedication to serving their diverse communities at the local level, aligning their efforts with current and future TDM propositions with broader equity considerations in mind.

Weaknesses

- **Driving-focused resources:** AARP GA/ATL's transportation-related course offerings are focused primarily on driving. While trainings on new driving-related technologies (including wayfinding) as well as safety are certainly important, it is not necessarily aligned with regional TDM goals. However, as noted in the following section, AARP's operations in this space also present opportunities for TDM collaboration in the future.

Opportunities

- **Reach, collaborations, and community events:** AARP is a nationally recognized non-profit, with chapters across all 50 states. This reputability surely has an impact on their ability to meaningfully engage with local communities, making them an excellent partner for TDM outreach and engagement. TDM program offerings, like Guaranteed Ride Home, could be promoted at AARP's driving safety course offerings as an additional mobility option for commuting. GRH and employee focused TDM program offerings could also be promoted through AARP GA's work with their Small Business Start-Up Series and Senior Community Service Employment Program.
- AARP GA and ATL could also offer educational material about GRH to working caregivers on their caregiver resources webpage. Their TDM programs could also be discussed during AARP GA and ATL's health and fitness series events,

particularly emphasizing how active transportation commutes may be beneficial from a health standpoint. AARP ATL's 2021 Family Caregiver Expo and AARP GA's Virtual Wellness Expo could be venues to provide further education material on available TDM programs; TDM staff may be able to table these and similar events to sign community members up for service offerings.

Threats

- **Organization scale:** While AARP's name recognition may build local chapter reputability with their communities, it may also be more difficult to coordinate official collaborative efforts due to national organizational procedures, rules, or internal regulations. Depending on the nature of these rules and the extent to which local chapters must seek national approval for community collaborations, this could cause delays in collaborative TDM efforts.
- **Current livability score:** Despite safe and convenient mobility being a top priority for Atlanta community members 50 and older, Atlanta scores in the mid-range based on AARP's livability index—a 48 out of 100. Low-ranking transportation components include congestion and safety (due to speed limits and crashes). While this certainly poses opportunity for improvement, the current landscape may threaten TDM efforts without more comprehensive planning and policy adjustments.

United Way of Greater Atlanta

Date Published	United Way website United Way of Greater Atlanta website	**Time Horizon**	Not strictly defined, but last public policy agenda update occurred in 2021.
Lead Organization	United Way	**Asset Type**	Policy Agendas for Targeted, Local Non-Profits.
Geographic Scope	Greater Atlanta area 13-county area		

Summary

United Way of Greater Atlanta is an autonomous local chapter of United Way, a non-profit focused on engaging communities to lead initiatives that improve quality of life. The Greater Atlanta chapter's 200 staff and hundreds of volunteers serve 13 counties: Butts, Cherokee, Clayton, Cobb, Coweta, De Kalb, Douglas, Fayette, Fulton, Gwinnett, Henry, Paulding, and Rockdale. United Way of Greater Atlanta's vision is for a "thriving and inclusive community where every person, regardless of race, identity or circumstances, has equitable opportunities to live a healthy life and to acquire the education and skills they need to earn a sustaining wage so that they may achieve their full potential."

United Way establishes its difference from other non-profits in its low overhead costs, which amount to less than 13% of each dollar received. The Greater Atlanta chapter is heavily involved in activities surrounding public policy and advocacy, community funding, and child well-being. Their public policy agenda notes that child well-being is key in achieving their agenda to 1) Lay a foundation of strong learners, 2) Prepare every student for college and career, 3) Help every family achieve economic stability, and 4) Make every zip code a place where neighborhoods thrive. Their efforts are focused around these four key areas through their Strong Learners, College and Career Ready, Economic Stability, and Brighter Future initiatives.

Figure 1 United Way of Greater Atlanta Mission and Vision (source)

Their activities reflect collaborative efforts by a multitude of stakeholders, including volunteers, donors, partner agencies, and local governments. For fiscal year 2020-2021, United Way of Greater Atlanta provided funding for 107 community partners, including Black Child Development Institute, Atlanta Jobs with Justice, Jewish Family & Career Services, Center for Pan Asian Community Services, and Latin American Association. In addition to their external funding efforts, United Way of Greater Atlanta leads their own initiatives (sometimes in partnership with other community organizations) that directly support their policy agenda. Further, United Way of Greater Atlanta hosts a number of affinity groups, including Small Business United, Young Professional Leaders, Cole Women United, and African American Partnership (the latter three of which require an annual donation threshold to be met before joining).

Key Outcomes

Investment Priorities: United Way of Greater Atlanta's key focus is on child well-being. To identify areas of greatest need, their Child-Well Being (CWB) Map ranks zip codes by a composite CWB based on aspects related to children's ability to succeed, family ability to support children's needs, and community health and civic life. Their four investment priority areas (Strong Learners, College and Career Ready, Economic Stability, and Brighter Future) are related to supporting child well-being, which includes support for families. A cross-cutting strategy in these priority areas is to secure housing and basic needs, a key element of which is access to reliable transportation. United Way of Greater Atlanta provides grant funding to

external organizations leading efforts in their key investment areas. Specifically, they seek proposals utilizing an equity lens, that are community-driven, and that promote intergenerational outcomes.

In addition to their external investments, United Way of Greater Atlanta spearhead their own initiatives in their priority investment areas. Programs associated with their Strong Learners priority include community Learning Spaces for kids, which are spaces where families can bring children for care, interaction and play with other children, and engaging activities for young children. The Learning Spaces are supported with partnership and programming from other community organizations, including Alliance Theatre, Rollins Center for Language and Literacy, and Children's Museum of Atlanta. United Way of Greater Atlanta, in partnership with the Seimer Institute, local school systems, and homeless service providers, also led a Kids Home Initiative, which helps support families at risk of homelessness. Additionally, United Way of Greater Atlanta works with local agencies to implement United Way's Fostering Family Leaders Program, which helps support emerging families with children of all ages, including those preparing to enter the workforce. As part of United Way of Greater Atlanta's College and Career Ready investment priority, they have a Youth Works program, which is a "comprehensive workforce development initiative that helps youth ages 15-24 start on a path to a sustainable career." Their programs for Economic Stability include 2-1-1, an emergency referral service to connect families with resources during community emergencies, job training and employment connections for homeless veterans through their Mission United initiative in collaboration with local nonprofits, the Department of Veterans Affairs, and the Legal Aid Society, and CareerRise, an employment training program for low wage or unemployed individuals developed in partnership with the National Fund for Workforce Solutions. Through these programs, United Way of Greater Atlanta has reached 82,000 children and families.

United for Racial Equity and Healing Fund: In response to intersections between race and health and economic disparities, United Way of Greater Atlanta started the Racial Equity and Healing Fund. Monies raised for this fund will be granted to community organizations in Atlanta challenging racial inequities. Organizations led by and focused on Black, Indigenous, and People of Color (BIPOC) communities are prioritized in receiving funding, along with those involved in on-the-ground civic engagement in these communities, those that prioritize youth, and those working for racial justice.

Events: United Way of Greater Atlanta regularly hosts community events, including Unite for Equity (a facilitated discussion on the important of and barriers to equity in Atlanta), Engagement Roundtables with affinity group leaders, Virtual Mock Interviews, Women's Book Clubs, and the Equitable Recovery Series (topics include economic gaps and health and housing)

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- **Equity-focused:** Much of United Way of Greater Atlanta's programming and advocacy is focused on equity within the community. Their United for Racial Equity and Healing Fund is explicitly focused on challenging inequities that exist for BIPOC communities, including funding to organizations like Partnership for Southern Equity, Housing Justice League, and The Georgia Latino Alliance for Human Rights. Additionally, funds surrounding their four priority investment areas have been awarded to organizations serving a diverse set of communities, including Cherokee Family Violence Center, Jewish Family & Career Services, Single Parent Alliance Resource Center, The Henry County Council on Aging, Inc., Veterans Empowerment Organization, Center for Pan Asian Community Services, Latin American Association, and Latino Community Fund.
- In addition to their investments, United Way of Greater Atlanta's events bring together diverse stakeholders and do not stray away from conversations around racial inequities. Their job training and employment programs are also designed with underserved communities in mind, including homeless veterans, low-income families, and unemployed individuals. This explicit and strong equity lens through which United Way of Greater Atlanta operates is in alignment with current and future efforts to integrate equity into the regional TDM program.

Weaknesses

- Currently, there are no explicit weaknesses with respect to United Way of Greater Atlanta and the regional TDM program.

Opportunities

- **Connections with diverse communities:** Given United Way of Greater Atlanta's equity-centered engagement, events, and investments, they would be an excellent partner in helping to distribute information regarding regional TDM programs to a diverse set of communities. United Way of Greater Atlanta could assist, through their community network, in identifying help to translate TDM information into a number of languages, or else into additional formats (e.g., audio formats) for the widest reach to these communities. In addition to connecting these diverse communities with information about TDM resources themselves, United Way of Greater Atlanta may also help regional TDM staff connect with other organizations to facilitate additional collaborative efforts.
- **Connections through events and programs:** There are a multitude of opportunities to collaborate with United Way of Greater Atlanta through their events and programs. TDM staff could participate in United Way of Greater Atlanta's YouthWorks, VITA, and CareerRise to inform participants about commuting options through the regional TDM program, like Guaranteed Ride Home. Staff could also sign-up members of these programs at any informational sessions, workshops, or classes. This would be particularly beneficial in reaching communities outside of white-collar employees traditionally served by regional TDM programs.
- Beyond this, regional TDM program information could be readily available as part of United Way of Greater Atlanta's programs aimed at families, like their Learning Spaces, Kids Home Initiative, and Fostering Family Leaders Program. United Way of Greater Atlanta could collaborate with the regional TDM program to facilitate transportation to and from United Way's programs or events. Parents utilizing these services may be in need of reliable transportation in general, especially to reach employment opportunities. Additionally, United Way of Greater Atlanta's partnerships with local schools could be used to connect schools with the Georgia Commute Schools system. Georgia Commute Schools has a students-first vision, which is in alignment with United Way of Greater Atlanta's focus on child well-being. Georgia Commute Schools could work with schools in the United Way of Greater Atlanta network to provide lesson plans or curriculum resources, professional development sessions, an analysis of student transportation options, and incentives for clean commuting – all of which support safe and healthy student development and transport.
- Individuals seeking resources through the 2-1-1 program could be connected with transportation options as a community resource, depending on the individual situation. One other avenue for collaboration is for regional TDM program staff to collaborate with United Way of Greater Atlanta to host a roundtable event or public form. At such an event, TDM program staff could not only provide information about TDM programs, but also survey the community to understand what their greatest needs are in order to tailor new TDM program offerings around those needs.

Threats

- Although this isn't a threat that seems particularly at-risk, United Way of Greater Atlanta is dependent on external funding to maintain their activities. A lack of funding, at any point, could threaten their activity level and ability to continue programs.

Council for Quality Growth

Date Published	Council for Quality Growth website Organization established in 1985	**Time Horizon**	Ongoing
Lead Organization	Council for Quality Growth	**Asset Type**	Policy Agenda for Targeted, Local Non-Profit.
Geographic Scope	City/County, Region		

Summary

- **Purpose**: The Council for Quality Growth (CQG) is a coalition of members that supports a pro-growth, pro-business, and pro-consumer agenda by ensuring the regulatory environment supports quality growth and development.
- **Key Stakeholders**: Government (10-county area of Metro Atlanta, regional commissions, Georgia State Legislators, Georgia State government), Community Improvement Districts (CIDs), developers, contractors, engineers, architects, planners, law firms, and banks.
- **Focus Areas**: Government affairs, economic planning, infrastructure,
- **Processes**: CQG mainly utilizes advocacy, information-sharing, and education to affect change.
- **Outcomes**: CQG has achieved success in the Atlanta Metro area including advocating for City of Atlanta Zoning Ordinance revisions in 2017 to expand transportation options and advocating for Atlanta Transit Link Authority legislation in 2018.

Key Outcomes

- **Key Outcomes**: CQG has advocated for and supported the creation and development of the Atlanta Transit Link. Further, the Council invites and retains key TDM stakeholders such as ARC, Atlanta Beltline, most regional CIDs, and MARTA on their board of directors. Their respective opinions and initiatives are represented and visible to the Council.
- **Implications**: Because of the Council's pro-growth focus, it often supports TDM, new transportation initiatives, and creating an ecosystem for sustainable growth, development, and decreased congestion. For example, the Council recognizes that it is no coincidence that all three WeWork offices in Atlanta are within a short walk to a MARTA station.
- **Takeaways**: The CQG is a collaborative organization and focused on expressing the views and interests of its members which includes several TDM-supportive organizations.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Key TDM-supportive organizations, such as ARC, MARTA, Atlanta Beltline, and most regional CIDs, are on the CQG board.
- Cross-sector sphere of influence with board representation from sectors such as business, civic organizations, government entities, legal, real estate, development, and engineering/architecture.
- CQG has a developed connection to local government and a track record of developing new policies, representing industry interests, lobbying, and leading advocacy initiatives.

- CQG is a very collaborative partner on transportation options planning projects and serves as an advocacy, information-sharing, and educational programming organization to promote continued growth through the Atlanta Metro region.

Weaknesses/Challenges

- CQG supports the development and integration of new industry, talent, and business to the Metro Atlanta area.
- CQG is a collaborative partner rather than a stand-alone organization. Historically, CQG has been more reactive to legislation and providing feedback to support its members' interests.
- While CQG is focused on quality growth, CQG does not have a roadmap for development and relies on its partner organization for long-range planning.

Opportunities

- **TDM-Specific Advocacy**[i]:
    - CQG successfully advocated for Senate Bill 369-MARTA Tax Act in 2016
    - CQG provided the City of Atlanta revisions on their zoning ordinance proposal in 2017 including expanding transportation options such as inclusive parking requirements.
    - CQG advocated for Atlanta Transit Link (ATL) Authority legislation and participated in ATL Board establishment in 2018.
    - CQG supports legislation that clarifies technical processes but doesn't infringe on the core mission and purpose of the ATL Authority (HB 930, 2018).
- **General Transportation Advocacy**[ii]:
    - CQG opposes any legislation that seeks to repeal any portion of House Bill 170, the "Transportation Funding Act of 2015."
    - CQG supports legislation that increases funding to the Georgia Transportation Infrastructure Bank (GTIB), with additional investment specifically directed to transportation projects sponsored by CIDs and/or local governments.
    - CQG support efforts to identify and eliminate legal or regulatory impediments to incentivize the growth of public-private partnerships and other privately financed alternatives to traditional methods of procurement, design, construction, improvement, renovation, expansion, equipping, maintenance, operation, implementation, installation, and financing of infrastructure and government facilities within this state that serve a public need and purpose.

Threats/Limitations

- CQG's main role is as a convening organization and collaborative partner in bringing like-minded people together for discussions and catalyzing consensus on growth issues.

Urban Land Institute

Date Published	ULI Atlanta website Established 1936	**Time Horizon**	Ongoing
Lead Organization	ULI	**Asset Type**	Policy Agendas for Targeted, Local Non-Profits
Geographic Scope	Atlanta Metro Area, National		

Summary

- **Purpose**: Urban Land Institute (ULI) shapes public policy through research, working with ULI members, and identifying land use and urban development challenges. ULI has an active chapter in Atlanta, focused on leadership development, education, and micro-technical assistance programs (mTAPs).
- **Key Stakeholders**: cities/counties, business leaders, banks, real estate leaders, engineering/architecture professionals, public organizations (i.e., land trust, NPO, affordable housing).
- **Focus Area**: Urban planning, transportation, finance, market trends, and architecture
- **Processes**: Consulting and advisory services, education, programming, councils, and convenings.
- **Outcomes**: With ULI's expertise in a variety of urban planning subjects and national and global presence. ULI is a prominent thought leader and strong partner in understanding the implementation effects of TDM and best practices from successful initiatives across the country.

Key Outcomes

- **Key Outcomes**: ULI's mission is to encourage responsible land use and create sustainable thriving and livable communities.
- **Implications**: TDM is an integral part of creating thriving communities and understanding the ways in which transportation can be a barrier or opportunity.
- **Takeaways**: TDM is an undertone of the work ULI focuses on and will become an increasingly important aspect for growing urban centers, such as Atlanta.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- ULI has played the role of consultant for city government, private landowners, and other regional and national stakeholders. This gives the ULI a unique perspective in understanding relevant transportation challenges from multiple viewpoints.
- ULI has a wide national and international presence and reach, including regional presence in both the metro Atlanta area as one of the largest and most active members with 1,400 members in the Atlanta region and eastern Tennessee.
- ULI has published and holds prominent subject-matter expertise in a variety of urban planning topics including shared parking, real estate, and urban development, built environment, sustainability, workforce development, and placemaking.

- One important initiative in the metro Atlanta area to build TDM expertise is through micro-Technical Assistance Programs (mTAPs) that perform deep-dive analysis utilizing mid-career professionals in the Atlanta area to propose a solution to a local challenge.
- ULI plays the role of a regional convener by hosting annual convenings, subject-specific committees, and multi-disciplinary mTAPS teams.

Weaknesses/Challenge

- ULI is not an advocacy or regulatory organization but rather focuses on research, education, and programming. Therefore, ULI is removed from lobbying and the legislative process and does not have the regulatory power to affect change.
- The ULI Atlanta chapter is working to increase its presence and impact through public sector involvement. Historically, ULI has focused more on the private development side of the built environment and has identified public sector participation as a goal for future initiatives.

Opportunities

- ULI partners with leading advocacy organizations such as the World Economic Forum (WEF) and the National League of Cities (NLC) to better support its members' goals. For example, ULI partnered with NLC in 2014 to increase its work and influence on city officials through the establishment of the Rose Center for Public Leadership[iii].
- ULI's shared parking model is used by professionals across disciplines to inform parking requirements for shared land uses. The model also takes into consideration ride-sharing services, micro-mobility options, and active transport.

Threats/Limitation

- ULI has a greater focus on the built environment and physical form of urban design. While the built environment informs TDM design and implications, there is a greater emphasis on places than on people.

Atlanta Region Community Improvement Districts

Date Published	As of September, 2021. City of Atlanta CID information linked here.	**Time Horizon**	Current
Lead Organization	CIDs	**Asset Type**	Funding, Policy, Implementation
Geographic Scope	Regional		

Summary

Several Atlanta Region CIDs have been influential in economic and infrastructure development for more than 30 years and initiated the region's first TMAs in key activity centers. However, CIDs as a concept have taken off in recent years, with more than 30 in the Atlanta region. These CIDs have emerged in industrial, retail, suburban and rural areas and they vary greatly in terms of density, workforce and services. Some are very familiar with GCO services, others have heard of GCO, and many are not a GCO partner, nor understand the benefits of TDM.

Key Outcomes

Through developing and deepening partnerships through existing organizations, such as CIDs, the performance of the regional TDM program can be enhanced. However, it requires a clear understanding of the market, audience and value proposition that GCO has to offer.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Most Atlanta area TMAs are strongly aligned with or are a program of a CID. This provides a pathway for the regional TDM program to showcase to new CIDs the benefits of TDM.
- CIDs recognize that innovation is often required for economic development
- Public private partnerships offer access to funding, core audiences and complementary infrastructure
- A CID can vouch for TDM delivery providers and provide warm leads.
- CIDs are nimbler than most government agencies and can react quicker to disruption.

Weaknesses

- Lack of understanding of how TDM can benefit their activity center
- Each CID has unique needs, and the TDM program must be able to tailor services for them.

Opportunities

- CIDs can provide much needed resources to the regional program, such as transit try it passes, food for key events and other items not typically allowed within the current TDM implementation framework.
- There is a regional CID alliance that meets periodically, and the Council for Quality Growth convenes an annual CID recognition event.
- The need for a stable workforce makes recruitment and retention a primary issue and TDM can help address the commute piece of the puzzle. In addition, partnerships with workforce development organizations can make GCO's value proposition stronger.
- ARC and employer service organizations (ESOs) can position TDM as not only a benefit to CIDs, but as a strategy for CIDs to better access funding opportunities. For example, the LCI program has a TDM component built in that can improve the scoring of submissions. This funding benefit may motivate CIDs to advocate for TDM and integrate TDM into long-range plans for their areas.

Threats

- Lack of success due to complexity of market.
- CID boards are primarily composed of property owners, whose interests may sometimes be misaligned with TDM.

Complete Trip - ITS4US – Phase 1

Date Published	February 2021, Phase 1 materials published here.	**Time Horizon**	2021-2022
Lead Organization	ARC	**Asset Type**	Programs and Initiatives
Geographic Scope	Gwinnett County		

Summary

- **Purpose**: The Atlanta Regional Commission (ARC) Complete Trip - ITS4US Deployment project, Safe Trips in a Connected Transportation Network (ST-CTN), is leveraging innovative solutions, existing deployments, and collaboration to make a positive impact using transportation technology to support safety, mobility, sustainability, and accessibility. The U.S. Department of Transportation (DOT) Complete Trip - ITS4US has allocated $9.3M for ARC to support underserved populations of older adult, people with disabilities, and those with low income with increased trip efficiency and safety in a sub-area of Gwinnett County.
- **Key Stakeholders**: ARC, Atlanta-Region Transit Link Authority (ATL), Georgia Department of Transportation (GDOT), Gwinnett County, Statewide Independent Living Council of Georgia (SILCGA), Georgia Institute of Technology, GO Systems and Solutions, IBI Group, and Kimley-Horn.
- **Themes**: Safety, accessibility, complete trips, people with disabilities, aging adults, people with limited English proficiency, safety, Gwinnett County
- **Processes**: The system leverages existing initiatives including the ATL RIDES application, Gwinnett County connected vehicle deployments, enhanced sidewalk inventory data, Georgia Tech's Space-Time Memory (STM) Platform, and Gwinnett County Transit system. Travelers create their personal profile which includes their preferences and abilities. The ST-CTN system will then provide turn-by-turn directions based on their specific needs to ensure a safe, accessible, and efficient trip. A traveler's complete trip is illustrated in Figure 1.
- **Outcomes**: To increase trip efficiency, accessibility, and safety for underserved communities, specifically those with disabilities, older adults, and people with limited English proficiency.

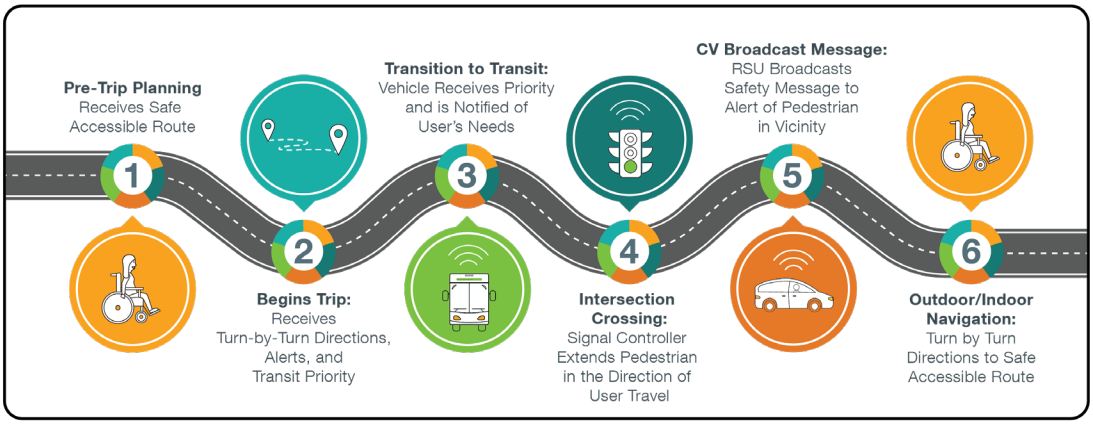


Figure 1: Traveler's Complete Trip (Source: ARC)

Key Outcomes

- **Key outcomes:** Complete Trip – ITS4US, ST-CTN project will decrease the dependency on a single-occupancy vehicle trip for individuals in the user group and improve communication across multiple transportation stakeholders

(including ATL, GDOT, Gwinnett County DOT, Georgia Tech, and SILCGA) across Gwinnett County and the Atlanta region at large.

- **Implications:** Improves user experience for people with disabilities, older adults, those with limited English proficiency, and low-income underserved communities. Indirectly, the improved experience will improve the complete trip travel experience for users outside of the target user group.
- **Takeaways:** The Complete Trip – ITS4US, ST-CTN project is currently in phase one of a three-phase USDOT initiative; there are plans to replicate the model to neighboring counties and regions. Phase 1, concept development, will be completed in February 2022.
    - Phase two, 24 months, will include designing and testing the complete trip solution and developing an evaluation framework.
    - Phase three, which must last a minimum of 18 months, will include operation and evaluation of the deployment.
    - Following phase 3, post-deployment, the project will focus on the sustainability of the program and operating without supplemental funding for five years.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- The Complete Trip – ITS4US, ST-CTN project supports the TDM mission of ARC to reduce single-occupancy vehicles in the Atlanta region by improving the complete trip travel experience for underserved communities, specifically for those with disabilities, aging adults, and those with limited English proficiency.
- There will be the ability to leverage the Complete Trip – ITS4US, ST-CTN project to support further building the capability to predict user trajectories through the regional network including congestion, duration, time, energy, and modes.
- While the initiative has a defined user group, the application does not have user restrictions on the ATL RIDES application and will be available for all ATL RIDES users with the Gwinnett County fixed-route transit service area.

Weaknesses/Challenges

- Users are required to have the knowledge and the ability to use technology to fully benefit from the program and its capabilities.

Opportunities

- The initiative has future goals to replicate the project across surrounding counties and across the country and develop best practices for implementation at a regional scale.
- The Complete Trip – ITS4US, ST-CTN project requires regional collaboration and integration of existing disparate systems. This effort and increased interoperability may be useful for future replication efforts, projects, and regional collaboration.

Threats/Limitations

- The current focus area, a subset of Gwinnett county, has a lot of existing infrastructures (such as ITS, RSU, and V2X). Future replication efforts may require a larger investment in technology and coordination, depending on the focus area and requirements of new user groups.
- The current focus area has an adoption rate goal of people in the capture area. Future replication efforts may not have the same adoption potential or willingness to utilize the program as the current capture area.

- The current program involves a sidewalk inventory of a moderately sized area. Future replication efforts may require more rapid and frequent inventory analysis to provide users with accurate and

ATL RIDES (Atlanta-Region Rider Information and Data Evaluation System)

Date Published	Interview with ARC staff lead (11/3/2021)	**Time Horizon**	July 2020 – October 2022. App launch estimated for early 2022.
Lead Organization	The Georgia Regional Transportation Authority (GRTA) on behalf of Atlanta-Region Transit Link Authority (ATL)	**Asset Type**	Technology initiatives
Geographic Scope	9 ATL transit districts spanning 14 counties.		

Summary

The Georgia Regional Transportation Authority (GRTA) on behalf of Atlanta-Region Transit Link Authority (ATL) is receiving funding through the FTA's Integrated Mobility Innovation (IMI) program to develop a multi-modal open trip planner (OTP) mobile application to include live navigation and integrated mobility payment options to provide a seamless passenger experience throughout the Atlanta region. The integrated mobility payment capabilities will be an extension of the existing MARTA Breeze fare payment platform embedded within the app. Integrated payment will be implemented in phases, to first include MARTA Breeze and potentially discovery data (for trip planning, not booking or payment) for other providers like TNCs. Fare payment integration may eventually encompass microtransit services as more agencies implement it.

The ATL RIDES app will account for the full cost of a journey, estimating monetary, temporal, and environmental costs. Individual customers can then make travel choices that most align with their individual values: least-cost, least-time, or most-environmentally conscious.

Beyond a trip planning tool for individual customers, the project provides a connected data environment (CDP) across regional transit agencies and other transportation providers, enabling them to better analyze regional operations data and coordinate their services. The connected data platform is currently hosted by IBI through a contract with ARC to manage/validate static GTFS feeds. The long-term goal is to stop ARC's instance of the IBI tool and use ATL Rides once it launches in a live environment.

Key Outcomes

The ATL-RIDES app will improve the multi-modal trip planning experience for individuals and improve the overall visibility of transit options as part of an integrated mobility network. ATL RIDES will fully integrate all regional transit services and multi-modal links, accounting for transfers across providers and various market preferences, including walk and bike to transit, as well as drive-to-transit, which is prevalent in this car-oriented and multi-centric region. Customers will have the ability to compare transit-supported trips, which may include both driving and non-driving links at the first and last mile, with drive-only trips. If ATL Rides is successful and widely adopted, ARC will convene a governing body or committee comprised of ATL and operators.

By accounting for the full travel cost, travelers using ATL RIDES will better understand the impacts of parking, tolls, and gas on their driving trip, which may make a transit-supported trip more affordable in comparison. Also, for a growing number of journeys, transit may provide time-competitive options due to Atlanta's traffic patterns and new priority facilities such as the Georgia Express Lanes System and developing bus rapid transit (BRT) projects that are currently in the planning stage.

Trip-making behavior and direct user feedback from the app will reveal patterns of customer preferences and values that transit operators and planning partners can learn from. This information can be used to develop improvements to the public transit network that make it more competitive with personal automobile use and a more reliable component of the multimodal mobility system. For the transit agencies and local partners, the application would provide a medium to share

data across agencies and other transportation private partners, providing a resource to guide decisions on planning and operations.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- **Support behavior change:** ATL Rides will provide travelers with complete information on the time and cost of various modes (including the impacts of parking, tolls, and gas on their driving trip). There is opportunity to include indirect operating costs like maintenance and depreciation. ATL Rides will increase visibility of transit and active/shared use modes
- **Integration of payments and easier fare payments:** This requires policy changes first, and ATL is undertaking those changes with a fare payment integration study. For users with MARTA Breeze, initial integration with ATL Rides will make fare payment easier.
- **Mobile technology** is a main point of access to internet for low-income families. This is often a better way to reach/communicate with these populations. While ATL Rides depends on technology and smart phones, it is supporting equity because a growing number of households depend on smart phones for internet access, especially among younger adults, lower-income Americans and those with a high school education or less.[1]
- **Open-source platform:** The ATL Rides platforms provides an open-source technology platform for other initiatives to build on, such as the equity-focused ITS4US grant, which addresses mobility options for people with disabilities and cannot exist without ATL Rides.

Weaknesses

- **Reliance on mixed data types:** The use of GTFS, GTFS real-time, and GTFS Flex has spurred many questions for transit operators as to how to integrate transit data into the app. The mixture of data types complicates integration and places burden on operators to produce data from AVL systems. There is risk of smaller operators like Douglas County not being able to export even static feeds, much fewer deep links to API connections for GFTS real-time.
- **No fare integration for small transit operators:** MARTA Breeze fare payment integration excludes small suburban/rural operators like Douglas, Forsyth, and Cherokee, which do not provide much fixed-route service, mostly offering demand-response. Users will not be able to pay for trips on these services through the ATL Rides app.
- **Potential redundancy/confusion with multiple apps:** ATL Rides goes beyond the commute, and GCO/TDM programs are interested in serving a broader set of trip types as well through ridematching technology (Agile Mile), which may create redundancies: the same set of travelers/users may be targeted or using two different apps.

Opportunities

- **Employer engagement:** Transit operators involved in the app have been interested in engaging employers. ARC Mobility Services could help to facilitate this engagement. There may be opportunity to pilot the app with TMAs, as many conversations have come up through the TMAs. ATL is wary of duplicating efforts of GCO/TMAs.
    - **Monthly transit passes as employer benefit:** Physical transit passes are the biggest barrier for more employers to purchase monthly transit passes for pre-tax/ bulk discount benefits. MARTA Breeze Mobile will go out for RFP, and they are currently using two separate systems for traditional breeze card (cubic) and mobile. There are future opportunities to get back-end system to do fare payment for both.
- **Supporting other agencies with transit data:** As an open-source software, OTP and all the improvements made to it through ATL RIDES will enable other transit agencies to deploy the platform to improve trip planning experiences for travelers. The connected data platform will facilitate transit service coordination and planning that will benefit all riders.
- **Trip tracking:** There will be a deep link in ATL Rides that will take users to Agile Mile to log their trip. The project team discussed integrating the ATL Rides trip planner within Agile Mile (possible if the ARC technology team pushes, as Agile Mile does have this capability), but Agile Mile is pushing their own trip planning app.

- There is opportunity for ATL RIDES to build in additional features (trip tracking and carpool management) to consolidate traveler tools into one app directly. The 511NY Rideshare program's trip tracking app 511 Mobility is also based on the OTP application (like ATL RIDES) and includes trip tracking and carpool management functions. Currently, GCO offers a separate tool for trip tracking and carpool matching (Agile Mile).
- Passive trip tracking may be explored after the grant period. There are concerns about the back-end infrastructure of ATL Rides scaling to enable passive tracking. There is currently a deep link between Agile Mile and Strava (tracking trip), so that once a user ends a Strava trip, data is pushed to GCO and logs that trip.

Threats

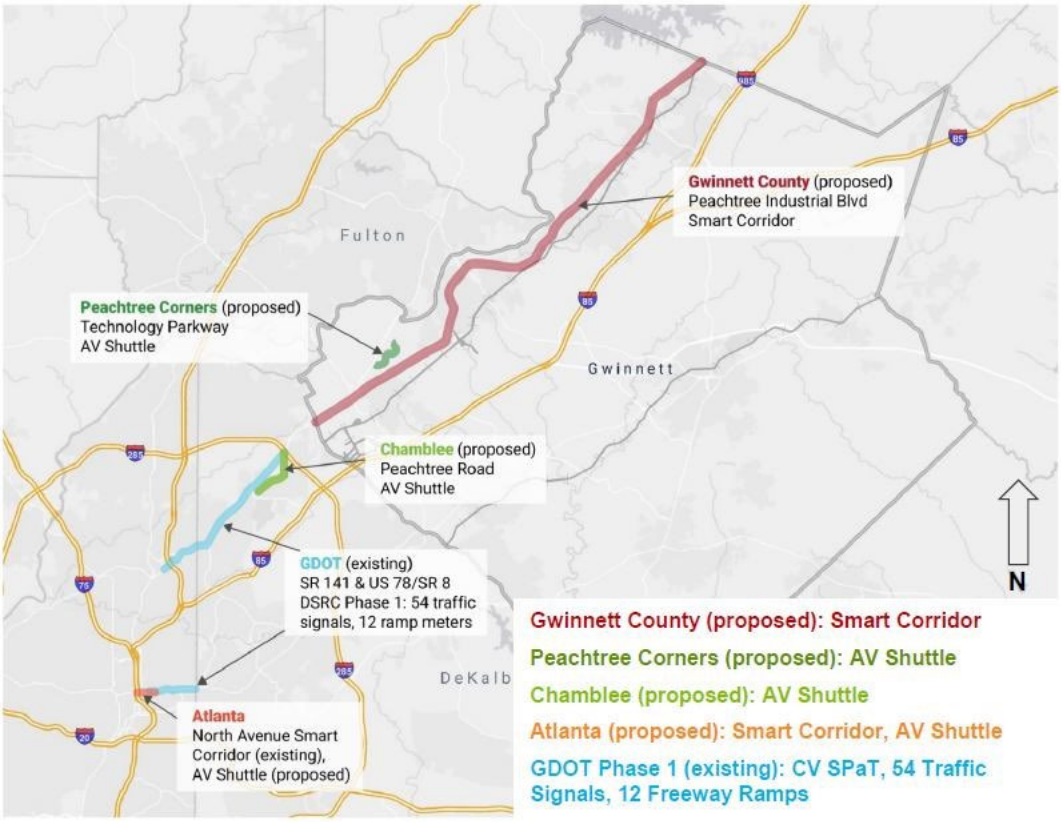
- **External data agreements:** Potential issues with external data agreements with service providers: ATL Rides depends on agreements with transit agencies and service providers like Kontron (MARTA Breeze mobile fare payment vendor) and potentially TNCs and shared-use mobility providers. ATL Rides' core functionality is transit trip planning, and other services like micromobility are "nice to have."
- **Low usage of the app** due to factors such as user confusion or unmet expectations. ARC should monitor adoption of ATL Rides, as there is excitement but also uncertainty of its longevity after the grant (whether there will be enough funding to sustain the technology, and whether the cost/benefit analysis will bear out based on the number of users) to explore feasibility of items outlined the opportunities section.

Autonomous and Connected Vehicle Projects

Date Published	October 2019, Gwinnett County Connected Vehicle Master Plan	**Time Horizon**	2019-2024 (5-year)
Lead Organization	GDOT	**Asset Type**	Planning and Policy Context
Geographic Scope	Gwinnett and Dekalb Counties		

Summary

Starting in 2017, GDOT has deployed and tested several connected vehicle applications and automated vehicle projects involving connected vehicle technologies. Through these projects, GDOT has implemented connected vehicle technology at over 400 locations throughout the metro Atlanta region and plans to continue implementing connective vehicle technology through the Regional Connected Vehicle Program. The image below illustrates the recent and proposed projects, and coverage areas:



- Proposed Smart Corridor along Peachtree Industrial Blvd in Gwinnett County
- Proposed AV shuttle on Peachtree Road in Chamblee
- Proposed AV Shuttle along the Technology Parkway within Peachtree Corners
- Existing DSRC Phase 1:54 traffic signals and 12 ramp meters along SR141 and US 78/SR 8
- Existing Smart Corridor along North Avenue in Atlanta
- Proposed AV shuttle along North Avenue in Atlanta

Through the proposed projects under the Regional Connected Vehicle Program, GDOT plans to deploy connected vehicle devices utilizing a 5.9 GHz safety spectrum at 1,000+ signalized intersections. The purpose of these projects is to improve overall driver safety, improve traffic congestion, and reduce vehicle crashes. Key stakeholders for projects under the GDOT Regional Connected vehicle program include local governments, freight vehicle operators, transit operators, roadway construction and maintenance providers, commuters, emergency vehicle operators, and general roadway travelers. Although

the projects are not yet complete under the Regional Connected Vehicle Program, GDOT has detailed five anticipated outcomes, which are further described in the next section, which will serve to improve mobility, transportation safety, transportation connectivity, and overall access to transportation.

Key Outcomes

As mentioned in the precious section, GDOT has detailed five anticipated outcomes of various projects under the Regional Connected Vehicle Program:

1. Leverage the county's transportation system to improve economic vitality and quality of life
2. Understand the needs and challenges to ensure regional and statewide compatibility
3. Establish guidelines for deploying a new and evolving technology
4. Have a broad applicability across the county, Atlanta region, and State of Georgia
5. Set the standard for implementing connected vehicle technology for local government

These anticipated outcomes positively relate to the regional TDM program through a decrease in traffic congestion, improved mobility, improved transportation safety for drivers and pedestrians, enhanced transportation connectivity, and increased access to transportation. More specifically, through the proposed connected vehicle projects, community interconnectivity and transit efficiency will be increased, making transit a more convenient option for travel. Similarly, through technological advancements to traffic signals, intersections will become safer for pedestrian traffic which may lead to an increase in walking and bicycling as a means of travel. All of which may lead to an overall reduction in single-occupancy vehicle travel in the ARC region, positively influencing the regional TDM program.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Connected vehicle projects, once implemented, can lead to several positive impacts in the ARC region. Generally, these impacts serve to enhance regional connectivity through more safe, efficient, and reliable travel modes that support a broad socio-demographic profile. Improvements proposed through the projects under the Regional Connected Vehicle Program will positively impact access to jobs, medical centers, grocery stores, and other essential services within the study areas. In addition, modal impacts include improved route efficiency, reduced wait time and subsequent emissions relating to traffic congestion, and improved safety for modal services users, pedestrians, and other vehicles on the road.
- In addition to the connected vehicle program elements mentioned above that serve to support the regional TDM program, the projects under the Regional Connected Vehicles program indirectly support the regional TDM program financially by leveraging federal and local funding to advance projects with overlapping benefits. This will allow administrators of the regional TDM program to allocate funding to additional transportation and mobility improvement projects and leverage the benefits from planned connected vehicle projects.
- TDM can help to mitigate impacts of construction projects related to autonomous and connected vehicles projects.

Weaknesses

- Connected vehicle project elements that may weaken the regional TDM program administrator's process for planning and administering the program include temporary construction to existing signaling and intersection infrastructure, as well as temporary detours while construction take place to install the connect vehicle technology. Traffic flow disruptions due to technology implementation may cause delays in transit schedules, temporarily decease overall pedestrian safety within the intersection or corridor under construction, and lead to traffic congestion. All of which may temporarily deter people from utilizing sustainable transportation modes.

Opportunities

- The connected vehicle projects provide opportunities for the regional TDM program administrators to advocate for projects in areas with high traffic congestion and low ratings for pedestrian safety. By advocating for certain project focus areas, the regional TDM program administrators can propose areas that under current conditions, deter people from walking, biking, or utilizing public transit.
- Once connected vehicle projects are implemented, the regional TDM program could utilize the opportunity to conduct targeted outreach to promote the various mobility improvements. Through social media, events, and other outreach methods, the regional TDM program administrators could emphasize improvements to existing mobility infrastructure and encourage community members to try the improved options versus driving alone in vehicle.

Threats

- Potential external influences that may pose negative impacts to the regional TDM program include the possibility of network and technology failures and hacks. With a heavy reliance on network connectivity and smart vehicle technology comes the possibility of failures and security attacks, which may result temporary disruptions to traffic flow and more importantly, compromised vehicular and pedestrian safety. If the safety of transit systems or other means of sustainable travel is compromised, people may revert to relying in a single occupancy vehicle for travel therefore, hindering the success of the regional TDM program.

ARC Ridematching System (Agile Mile)

Date Published	Interviews with Joseph Yawn (11/29/2021) and Casey Sloan, Andrew Cuadrado, and Matthew Mills (11/3/2021)	**Time Horizon**	N/A
Lead Organization	ARC	**Asset Type**	Technology initiatives
Geographic Scope	20-county region		

Summary

ARC's regional TDM program, Georgia Commute Options (GCO), uses a customized off the shelf (COTS) ridematching service, Agile Mile. Agile Mile offers core ridematching features, including matching for planned trips, multi-modal trip planning, vanpool matching, and guaranteed ride home. In addition to the core ridematching features, Agile Mile includes an incentives-based trip tracking feature to encourage users to track their sustainable trips (carpool, vanpool, public transit, bicycling, etc.). Agile Mile offers these incentives through a partnership with Entertainment Group, but ARC also contributes incentives. Users voluntarily track their trips, and the tracked trips are used to generate estimates about the outcomes and impacts of the rideshare matching service, including number of trips taken (by mode), money saved, calories burned, and miles not driven. Because trip tracking is voluntary and on the honor system, these metrics could be under- or over-reported. Agile Mile is in the early stages of developing an enhancement to the trip tracking feature to transition it to passive trip tracking, in hopes that it will be a more accurate representation of participation. This enhancement is anticipated to take at least one year to launch.

Agile Mile does not have a payment integration feature, but they have explored working with Scoop to integrate payment in geographic regions where Scoop is available. ARC also worked with Agile Mile to release a volunteer driver feature as part of the trip planning tool; the feature was designed primarily for mobility managers, so they can assist matching volunteer drivers and passengers. Individuals can use the service on their own, also, but working with the mobility manager provides them access to complimentary services, like back-up rides. ARC also received a grant for microtransit to serve refugees and other human services transportation populations, and ARC is hoping to integrate these microtransit options into Agile Mile too. Agile Mile has been open to integration and developing APIs; however, they don't currently have the capacity to implement those integrations and put the onus on the other company to connect.

Key Outcomes

The table below provides an overview of the features that are generally accommodated in ridematching platforms, including user-oriented, administrative, and technology features. User-oriented features are those that the end-user, or traveler, would experience directly. Administrative features are those that the end-user, or traveler, may not experience directly but would benefit from indirectly, because program administrators (ARC, TMAs, etc.) could provide an enhanced level of service. Technology features are those that end-users and/or administrators will experience directly, such as mobile- and web-based features.

User-Oriented Rideshare Matching System Features	Available?
Rideshare (Carpool/Vanpool) Matching – also transit, walk, bicycle buddies	✓
Single trip matching	✓
Trip Planning: Other modal itineraries provided in addition to matching	✓

Profiles / Preferences	✓
Active Trip-tracking: enables users to voluntarily report trips taken	✓
Passive Trip-tracking: enables users to turn on a feature that automatically recognizes trips taken	"Passive tripping" is 30-day ability to log ahead. Users can set a "reoccurring log" (30-day snapshot of behavior). The system asks every 30 days if user is still commuting that way. They refer to it as passive, but it's reoccurring.
Payment Integration	Not available.
Incentives Management: features that enable program administrators to run contests, track participation, and earn rewards	✓ in Agile Mile, ARC sets rules for participant to be eligible for incentives. Fulfillment is from ARC, but the user selection and filtering of rewards is through Agile Mile. CMAQ funds all through virtual incentives that ARC offers through the program.
Incentives: giveaways, discounts, coupons included (as opposed to just having feature that technologically provides way to deliver)	✓ Agile Mile has a partnership with Tango to send out gift cards. ARC ran into issues with payment and budget for incentives/modal promotions being tied to AECOM's contract for GCO, and whether ARC could pay Tango cash from that budget. Entertainment Group is part of the Agile Mile package. ARC incentives come directly through ARC – virtual incentives come straight from incentives administrative. Like coupons. Built in and users can get it directly – ARC doesn't pay for or manage.
Administrative Rideshare Matching System Features	**Available?**
Vanpool Administration: enables a public agency to track and quantify mileage, administer subsidies/incentives, and assist vanpools with finding new passengers	Vanpool administration is not currently available, but it is a goal. Once users are matched in a vanpool, there is phone number for Enterprise, users coordinate with Enterprise directly. There is no vanpool tracking. Agile Mile digests API from Enterprise, administrators can put vanpool route on a map so that users can find it. There are none active right now, but that's possibility.
Vanpool NTD Administration: enables public agency to track and quantify mileage and other information required by the NTD	N/A
Guaranteed Ride Home Administration: enables public agency to register, verify eligibility, track and pay for rides taken (for either reimbursement or pre-paid models).	✓ Users sign up and selection/eligibility screening through Agile Mile.

	GRH dispatch happens separately with ARC/AECOM staff through Uber
Surveys/Polls: enables public agency to administer surveys to inform quantification of participation, matches made, trips taken, etc.	ARC hasn't used its survey tool because they only offer polls with 1-2 questions. It's limited. Used poll for million air challenge (multimodal/air quality) – responses get tied to custom report.
Reporting/Dashboards: enables public agency to view various metrics to monitor usage and outcomes	✓
Technology-Related Rideshare Matching System Features	**Available?**
Locally/Regionally Branded: system is able to be branded to match the local/regional program's branding	✓ Websites can be created that are branded differently, though branding is subtle and this has not been used successfully. The app is white labelled, which is a differentiator from other ridematching platforms.
Skinning/customizing agile mile for specific employers	✓ Could be available with above, but not used in practice.
Partner Access/Permissions	✓ TMAs do log in and look at the data, but they often need guidance with interpreting the data, which may deter people from using the tool. They lean on ARC staff.
Web-based / Mobile Responsive	✓ The tool is friendly/responsive in mobile app and browsers. Strength and focus is the mobile app, but ironically users mostly use the website. Office-based commuters log in regularly and clock their week while at work.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Multimodal ridematching (carpool, vanpool, transit, bike, and walk buddies.
- User-friendly interface both in mobile app, mobile web, and desktop browser.
- Trip logging (both active and quasi-passive or "reoccurring" options). Enhancement for passive trip tracking is anticipated being at least one year out.
- Agile Mile offers commuter incentives through a partnership with Entertainment Group, and ARC also contributes incentives. All incentives are administered digitally through the Agile Mile platform.

Weaknesses

- Agile Mile is software as a service (SaaS) platform without many options for customization. There's dependence on the Agile Mile / vendor team to advance improvements / wish list items unless ARC does heavy lifting. Small team does not have a lot of extra bandwidth. Vanpool operations and passive trip tracking are examples.
- Back-end administrative dashboard for pulling reports and data has been difficult for TMAs. There isn't flexibility for changing how reporting metrics are exported, which causes trust issues with the data. TMAs have ability to log in to Agile Mile and pull reports, but they don't find it useful, because there are issues with accuracy or how to interpret data.
- Opportunities for cobranding with TMAs are very limited.

- Agile Mile is not geared toward managing commuter benefits or how employees commute at a business level, which is a need for some large employers. So, some large employers will get subscriptions to systems like RideAmigos.
- Potential redundancy/confusion with multiple apps: ATL Rides goes beyond the commute, and GCO/TDM programs are interested in serving a broader set of trip types beyond the commute through the Agile Mile ridematching platform, which may create redundancies with efforts like ATL Rides: the same set of travelers/users may be targeted or using two different apps.
    - Integration between Agile Mile and ATL Rides is limited: there would be a deep link in ATL Rides to take users to Agile Mile to log their trip. ARC considered consuming the ATL Rides trip planner into Agile Mile, but Agile Mile was pushing their own trip planning app. This integration is possible if ARC pushes Agile Mile, as they do have the ability to consume ATL Rides platform in GCO platform.
- There are challenges managing separate databases and communication preferences with Mailchimp communications, which require staff to manually push new commuter signups into Mailchimp and manage subscribe/unsubscribes between the two platforms. It would be valuable to link the two databases and include the fields of employer, territory, and recently logged modes so communications can be better segmented and targeted.
-

Opportunities

- ARC could pursue a custom-built ridematching platform with open-source technology, but it comes with threat/risk of high upfront costs and potentially high maintenance costs.
- Passive trip tracking for bike/ped trips is currently available via an API with other apps including Love to Ride, Fitbit, Garmin, Hytch, Scoop, Strava, and Under Armor. E.g., once a user logs a Strava trip data is pushed to GCO and logs the trip. However, passive trip tracking is not currently available beyond this integration. Agile Mile is developing an enhancement to the trip tracking feature to transition it to passive trip tracking, in hopes that it will be a more accurate representation of participation. Passive trip tracking would also be supported by connecting the Agile Mile database with that of local transit operators so users who opt in to GCO when purchasing multi-trip passes have their taps logged in the GCO system.
- Users in Agile Mile can designate themselves as a volunteer driver, and they are treated in the system like any other member looking for a carpool. This feature has not yet been widely used, through ARC has not promoted it. ARC has requested that Agile Mile add a module for mobility managers to assist matching volunteer drivers and passengers. Individuals can use the service on their own, also, but working with the mobility manager provides them access to complimentary services, like back-up rides.
- ARC is looking to connect data between Agile Mile and the GCO CRM, OneCommute. OneCommute (built in Salesforce) has a platform used to track commuters through behavior change process. ARC would like to link commuters to employers, and aggregate activity up to the employer level in Salesforce. Agile Mile has only offered an open API, leaving it up to OneCommute to connect in, and they probably don't have bandwidth to figure it out without incurring costs. This is a "wish list" item.
- A transportation digital wallet or virtual payment method may be a future opportunity/enhancement along with the ATL Rides project.

Threats

- TMAs are able to pursue other technology/tools without restrictions, which could undermine ARC's efforts to support integration. E.g., one TMA is using RideAmigos.
- Change in vendor cost structure or service offerings does not align with ARC's budget or goals.

Regional Socioeconomic and Mobility Trends

Date Published	Mar 2021: Atlanta Regional TDM Annual Report Sep 2020: Metro Atlanta Speaks Survey Results and Data Dashboard 2020: Equity in Work Mobility Report County Dashboards: 21-county data dashboard, ARC Series 16 Forecast, Metro Atlanta Economic Mobility Dashboard	**Time Horizon**	Reports and surveys: 2020 County data dashboards: 2000-2019, forecasts out to 2050.
Lead Organization	ARC	**Asset Type**	Regional Commuting Trends, Data and Growth
Geographic Scope	Metro Atlanta Speaks: 10 counties in metro area in 2020 and 13 counties in previous surveys. TDM Annual Report and Equity in Work Mobility Report: 20-county Metro Atlanta Region County data dashboards: 10-county and 21-county regional summaries.		

Summary

The 2020 TDM Annual Report demonstrated the TDM programs' four focus areas: 1. Surveys of over 10K commuters in the region, 2. Webinars to share best practices with commuters and employers about the evolving work environment, 3. Telework outreach, and 4. Promotions including Biketober with a greater emphasis on active transportation.

Metro Atlanta Speaks is the largest ongoing annual survey of Atlanta region residents' perceptions and attitudes about economic, social, and quality of life issues (conducted every year since 2013). The 2020 survey introduced an online option and included 4,400 respondents across 10 counties.

The Equity in Work Mobility Report (2020) used three criteria to examine the equity in commute-related mobility in the 20-county region: 1. Demographics in Home Census Tract (EJ Score), 2. Working Industry (Vulnerable Industries in COVID-19), and 3. Work/Commuting Capacity (Access to Supporting Infrastructure). Most of the data was derived from the ACS 2014-2018 5-year estimates and Longitudinal Employer-Household Dynamics (LEHD) 2017 Data. The Environmental Justice score was calculated using ACS 2013-2017 5-year estimates. The number of businesses by industry in 2020 was provided by BusinessWise.

ARC county data dashboards include county-level population, employment, housing, education, health, crime, income, and forecast data, as well as aggregated numbers for the 10- and 21-county regions. The Metro Atlanta Economic Mobility Dashboard (developed by ARC and Neighborhood Nexus) provides overall demographic and earning characteristics of 10-county region workers and trends in target high-demand clusters of advanced manufacturing, healthcare, IT, skilled trades, and transportation/ logistics.

Key Outcomes

Double-digit growth, with highest growth in outlying areas. A summary of population and employment trends from the ARC county data dashboard is below. Growth rates are highest in the 21-county-region compared to the 10-county region (except for 2050 forecasted employment), indicating geographic expansion.

Trend	10-county	21-county
2000-2019 Population	34.9%	41.1%
2020-2050 Population Forecast	34.3%	37.7%
2000-2019 Employment	17.3%	21.8%
2020-2050 Employment Forecast	23.3%	19.0%

Growing Diversity

- In 2019, the 10-county population was 39.4% white and 39.2% black (an equal split), 12.1% Hispanic, 6.9% Asian, and 2.3% "other". The 21-county region had a higher proportion of white residents (45.6%) and a lower proportion of black residents (34.0%)
- Forecasted changes in race/ethnicity from 2015-2050 include greatest growth among Hispanic and "other" populations (about 157% growth in the 10-county region and 168-175% growth in the 21-county region). The black population is forecasted to grow 48% in the 10-county region and 54% in the 21-county region, and the white population is forecasted to decline by 7% in the 10-county region and by 1.4% in the 10-county region.

Aging Population

- The population over 65 is forecasted to grow over 200% from 2015-2050: by 965K in the 10-county region and by 1.268M in the 21-county region. Fulton County is expected to see the highest total change in this population (268K in growth). The highest expected percentage growth is in Forsyth County (361%).
- The population under 18 is forecasted to grow 20-21% from 2015-2050.

Key Industries and Employment

- The top occupations at the regional level (10-county and 21-county) include retail salesclerks (175K-212K), information and record clerks (142K-162K) and food and beverage serving workers (123K-147K).
- Highest job growth from 2010-2019 was in information technology (4.6%) followed by transportation, distribution, and logistics (3.4%) and healthcare (3.0%).
- There is a significant cluster of jobs in trade, transportation and utilities in Clayton County, where 52% of 2019 employment was in this sector.

Effects of the Pandemic

- Overall, jobs declined by 8% from Q2 2019- Q2 2020 due to the pandemic. The 2020 RCS showed that overall, workers who were laid off or furloughed during the pandemic were disproportionately low income, African American, female workers.
- Key findings of ARC surveys related to the pandemic include:
    - COVID-19 has caused a significant shift in commuter travel preferences.
    - The Region's desired future will include increased teleworking, well beyond pre-pandemic levels.
    - There are noticeable benefits to reduced time spent commuting, including cost savings, stress reduction, and more time with family and friends. If commuting is required, respondents prefer to continue to socially distance themselves from other commuters.

TDM Insights (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

- Extensive TDM program network enables ARC to **navigate trends and evolving conditions with partners:** As of December 2020, the TDM program had 759 employer partners and 110 property managers.
- **TDM programs have adapted to telework opportunities and maintained relevancy during the pandemic.** GCO adapted to evolving conditions during the pandemic by offering a series of webinars (with hundreds of participants) to help employers work, manage, and collaborate remotely. ARC also provided a Telework Quick Start Guide including steps on how to launch a telework program, and tips for managers and employees. In 2020, the GCO team facilitated 20 telework implementations and engaged more than 40 organizations who are at varying points along the implementation process.

Weaknesses

- **Lack of data on socioeconomic dimensions of TDM program:** There is lack of data in TDM program reports in terms of socioeconomic characteristics of commuters/characteristics and employers served. This socioeconomic understanding of program reach and impacts is essential to advance equity and the mobility of underserved populations.

Opportunities

- Channeling high population and employment growth into smart growth development:
    - Population and employment growth rates have been higher in the 21-county region compared to the 10-county region from 2000-2019. Highest rates of population growth through 2050 are expected in outlying counties of Forsyth and Henry.
    - In the 2019 MAS results, 44.5% of respondents agreed that there are shopping opportunities within easy access of their home.
- **MAS respondents are favorable toward increased public investment in transit:** over 73% cited transit expansion as very important for the region's future in 2018, and almost 50% think that expanding traffic is the best solution to the region's long-term traffic problems and are willing to pay more taxes to fund transit expansion.
- **Resonating with different audiences by reframing transportation in terms of their priorities:** Transportation (mainly traffic congestion) has typically been seen as the biggest problem by Atlanta residents, but in 2020 MAS, the pandemic and other events made **social justice** and **business continuity** into more pressing issues, with **public health** being the #1 concern.
- Serving vulnerable communities and workers:
    - 34.3% of total workers in the 20-county region live in EJ areas. EJ populations tend to live in areas with higher access to transit: 62% of workers in EJ areas have transit within one square mile and 39% within ¼ mile of their homes. EJ areas have higher concentrations of using alternative modes to commute, and a lower concentration of driving alone and telework relative to the region.
    - Vulnerable industries (defined as those whose workers are still required to commute in a in a pandemic including essential industries, in-person services, and on-site laborers) comprise 46.3% of regional workers (1.29M), with the largest industries being health care and retail trade based on employment (20% of workers) and over 35% of workers in vulnerable industries work in EJ areas.

Threats

- **Lack of transit access:** Only 21% of regional workers have access to transit within ¼ mile of their homes, and 35% have transit access within a square mile.
- **Decline in transit ridership during pandemic:** MARTA rail ridership declined 70% and bus ridership declined by 50% during the pandemic. Within the TDM program, there was a 42 percent decrease in transit passes sold in 2020 across all transit providers. Overall commuting (all modes) declined by 30%.
- **Workforce access barriers for vulnerable populations:** Overall, workers in EJ areas are less likely to have any kind of equipment that enhance work or commute flexibility in their homes (including access to a computer, internet, and/or a vehicle.) Specifically In the 2020 MAS results, 37.1% of respondents in DeKalb County and 30.6% in Clayton County reported that they frequently lack transportation to get places they need to go.
- Managing sprawl and jobs/housing mismatch:
    - The Equity in Work Mobility Report found that home locations of workers are much more spread out than their work locations: 15% of regional workers live inside the I-285 perimeter, yet 30% of job are ITP.
    - Population growth has exceeded jobs growth and that trend is forecasted to continue through 2050.

Appendix II: Focus Group Summaries

Workforce Development Focus Group Notes

December 9, 2021, 4:00-5:00 PM

Project Team Attendees: Sara Boukdad, Tracy Selin, Katie O'Sullivan, Jeffrey Elsey, Joddie Gray, Sabrina Green, Roz Tucker

Focus Group attendees: Participant A (Cobb Co Workforce Dev Agency), Participant B (Black Rock, Tech Dept), Participant C (MAAC – foster system), Participant D (Atlanta Career Rise), Participant E (Workforce Dev at Gwinnett Tech College), Participant F (Kaiser Permanente – 26 medical centers around metro), Participant G (Georgia Restaurant Association)

What are you most excited about?

- Participant A
  - Opening a new service center in Southern Cobb. A lot of folks there haven't been to their existing office in northern Cobb since it's hard to get to.
- Participant B
  - 3 / 2 model is exciting. Staff will be in the office at least 2 days out of the week, whatever day you choose.
- Participant C
  - Helping young folks in foster care get training for jobs! Working with CareerRise, United Way, and other partners. Transportation and housing are two of the biggest issues, along with mental health.
- Participant D
  - Doubling team in metro Atlanta.
- Participant E
  - Prison program – training welders in 14-person cohort. 93% job placement.
- Participant F
  - 300k members in the metro Atlanta area. They have a pharmaceutical distribution center. Mail orders have increased. Before the pandemic, 50% of patients would get prescriptions via mail, now it's 90%.
- Participant G (via chat)
  - I'm having sound technical issues apparently! One of the programs we are excited about at the Georgia Restaurant Association is a pilot workforce development education program we have in Fulton County called Fulton Connect. This is a restaurant/hospitality-focused "boot camp" that teaches high school students' soft skills and food safety training to get them job-ready for starting in the industry following program completion. We are hoping to take this program statewide.

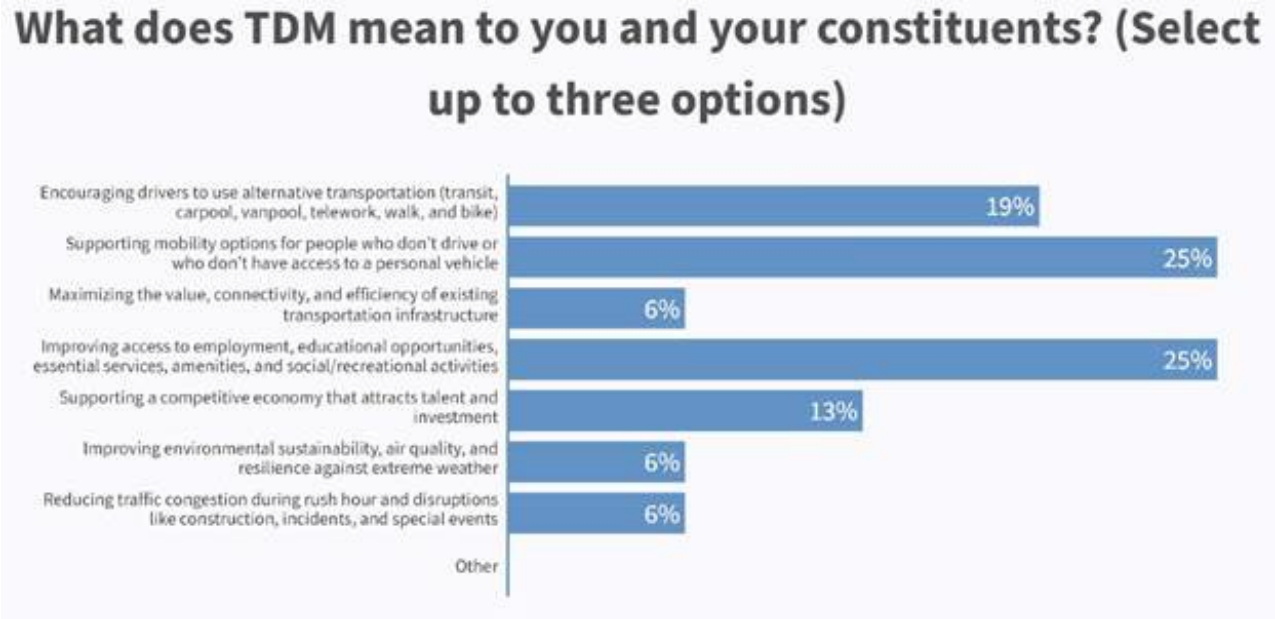
What challenges are you facing?

- Participant E
  - Challenges vary by student. For non-credit students, we reach out to United Way and other local partners for support like Uber gift cards.
  - Work with MARTA or local GCT bus if transit is a viable option.
  - Not partnering with GCO. Partnerships are not formal and come up on case-by-case basis through Gwinnett Tech Foundation.
- Participant A
  - Clients are unemployed, underemployed, have better education, etc.
  - Most experience transportation challenges – many don't have a car
  - Funds are limited to having to make tough decisions on what to pay for e.g., education/training, transportation, or supportive services like childcare
  - Sustainable solutions are most important and need to meet people where they are
  - Would like to partner with organization giving away vehicles, helping with car insurance, etc.
  - People need higher wages to be able to maintain a car
- Participant C

- Serve young adults aged 18-26 who typically do not have skills of their peers and are transient, and housing instability goes hand-in-hand with transportation instability.
- Teach people how to use public transportation
- They'll do MARTA scavenger hunts to help familiarize folks with MARTA. Approx. 50 kids. Helps them learn the system.
- They are intentionally in Peachtree Center because it's on MARTA
- Housing, childcare, and jobs aren't always near MARTA, very challenging
- Helping to buy a car isn't always great because kids can't afford to own. Alternative forms of transportation are all better options. Owning a car isn't a viable solution at this young age.
- Match saving program can help to purchase assets (including cars) though it can't be used for bikes. Can be used for computers, school supplies, apartments, etc. Funded through federal funds and a grant and private dollars.
- MAAC is a coordinating entity that works with a lot of partners and nonprofits, so we try our best to connect with as many resources as we can

- Participant G (via chat)
  - For the restaurant industry, one of the challenges we have is public transportation hours. Restaurant employees typically will not leave the restaurant until after 1:00 am and that can present issues if buses and MARTA have stopped service. Many of our restaurant owners will arrange taxi or rideshare services for their employees at their own expense but expanding public transportation hours would be a great start in addressing it.
- Participant D (via chat)
  - Typing because I have 2 crazy kiddos homesick - we focus a lot of energy on economic mobility and one of the big challenges for our partners is the disparity between where the jobs that pay living wages are geographically and where public transportation is available.
  - I agree with Participant A. It is a Band-Aid to get people to the final leg of their destination because our public transportation isn't as robust as it could be. Similar to the final mile in the Transportation/Distribution industry.
- Participant E (via chat)
  - As always, the resources are there.... we just struggle to share them effectively to our respective audiences or clients :).

Poll Results: What does TDM mean to you and your constituents?



Discussion: What is your familiarity of TDM offerings?

- Participant E – Generally aware of programs but not up on all the specifics. Aware of MARTA resources but more education needed.
- Participant F – Works in community and local government relations. Recently facilities team pulled him in on future facilities and sites discussions. Amazing to understand how growth affects what you do and where you do it.
- Participant D - We have a general familiarity with TDM service offerings. Georgia Commute Options is one of our partners and we invite them to participate in our hiring and resources fairs to support job seekers. However, we could always use more information about available resources to help tackle this issue for the region.
- Participant G - Echoing Participant D, can always use more information and resources to educate our restaurateurs/employees!

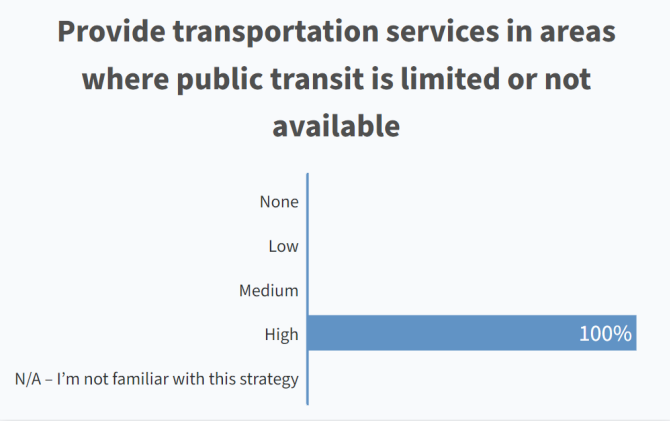
Discussion: Priorities that should be addressed

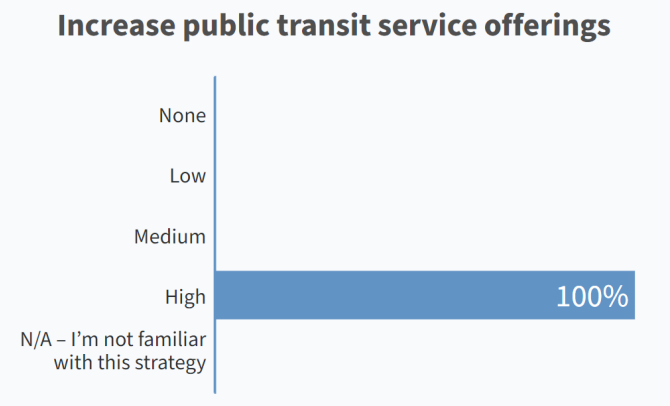
- Participant A – Need more solutions to let folks be more mobile. Especially with children. Need solutions for "full family needs", not just commuting to work.
    - Would like to see TDM come up with a sustainable solution or long-term plan – but not sure what we need. Vehicle purchase support is not a long-term solution.
- Participant E – providing rideshare cards to students is a targeted effort. We connect them with credit unions and other donors to set them up with next steps. Educate them on financial management. Agree 100% that this is a big picture.
- Participant C – Transportation can be very complicated and overwhelming, especially when you're in a crisis. We have found that gift cards can be helpful because they offer flexibility. There's a lot of learning and creativity that can go into helping young person with their particular needs and lifestyle, fitting in transportation. There's opportunity for us to learn how best to teach others about the transportation system. A lot of solutions talked about today, I didn't know about. What else can we learn?
- Participant D (via chat) – I agree with Participant A. It is a band aid to get people to the final leg of their destination because our public transportation isn't as robust as it could be. Similar to the final mile in the Transportation/Distribution industry.
- Project Member: TMAs and CIDs have flexibility in incentives/support they can provide, like transit passes.

Discussion: Opportunities

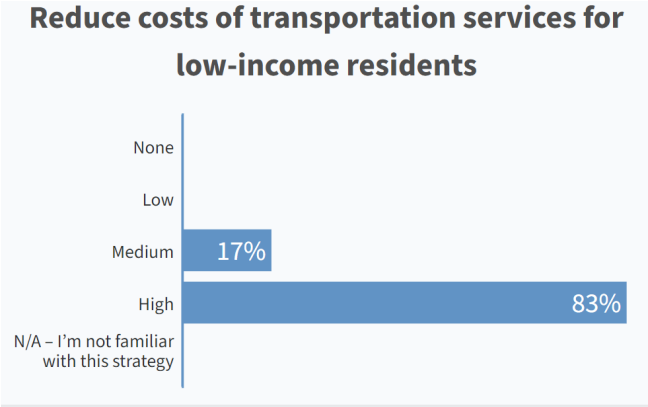
- Participant C – How much of this energy and opportunity discussion needs to be put on housing and affordable workforce housing? Loves that MARTA has been building housing near stations, but much of it is not affordable and there are not amenities like groceries nearby.
- Participant E (via chat) – As always, the resources are there.... we just struggle to share them effectively to our respective audiences or clients :).

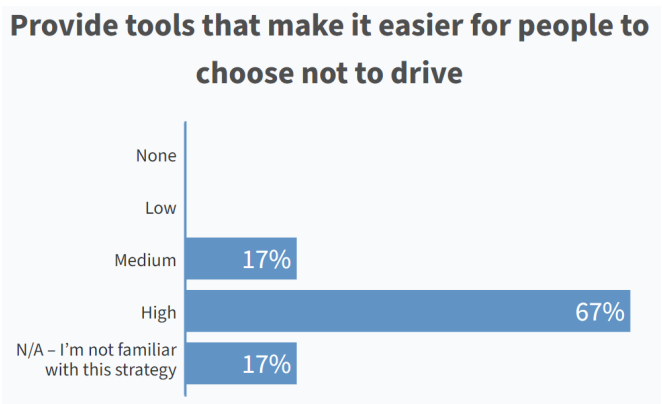
Poll Results: What would your priorities be for the new or expanded TDM services?

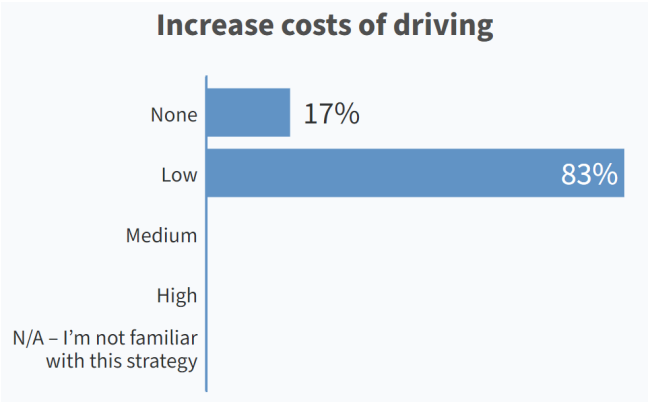

Provide transportation services in areas where public transit is limited or not available
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy

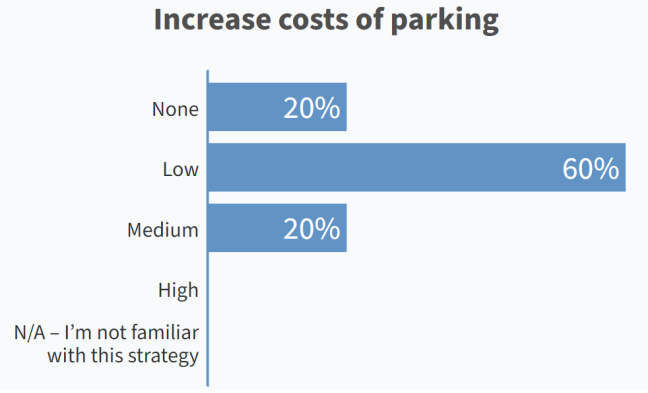

Increase public transit service offerings
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy

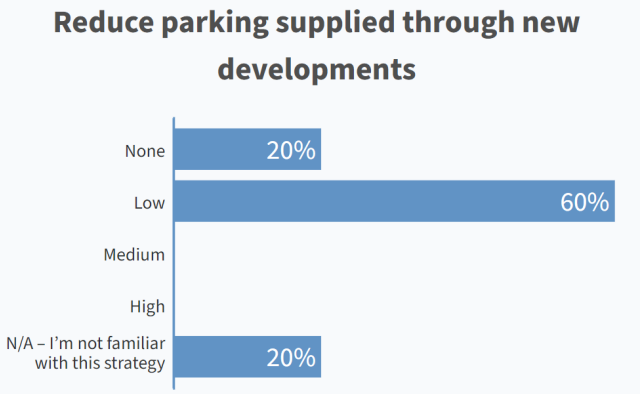
Create safer streets to walk or bike on
None
Low
Medium
67%
High
33%
N/A – I'm not familiar with this strategy

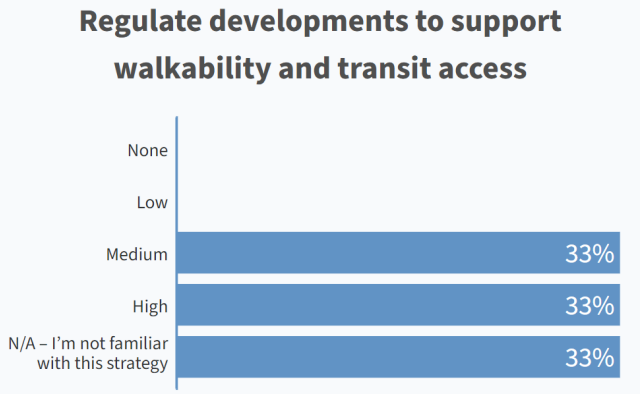

Reduce costs of transportation services for low-income residents
None
Low
Medium
17%
High
83%
N/A – I'm not familiar with this strategy

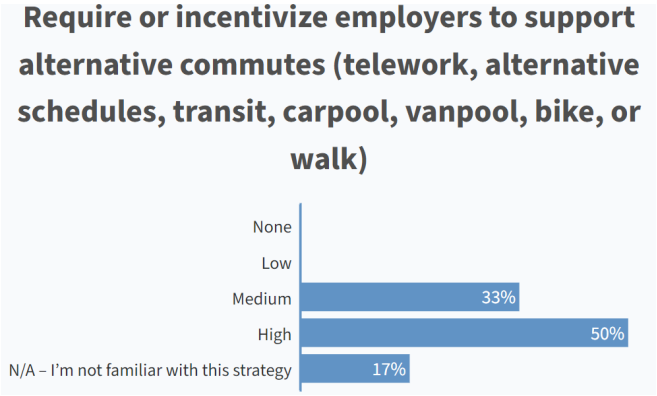

Provide tools that make it easier for people to choose not to drive
None
Low
Medium
17%
High
67%
N/A – I'm not familiar with this strategy
17%

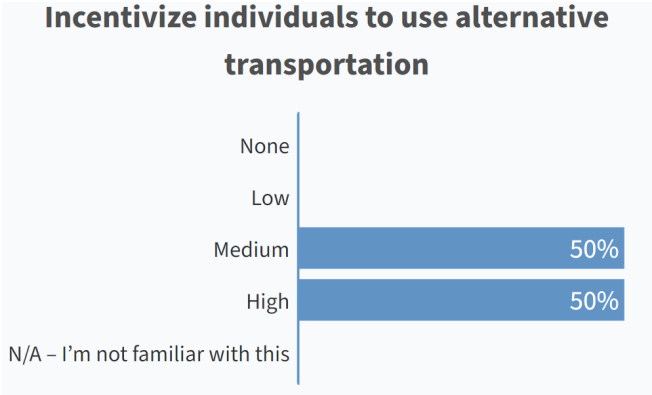

Increase costs of driving
None
17%
Low
83%
Medium
High
N/A – I'm not familiar with this strategy

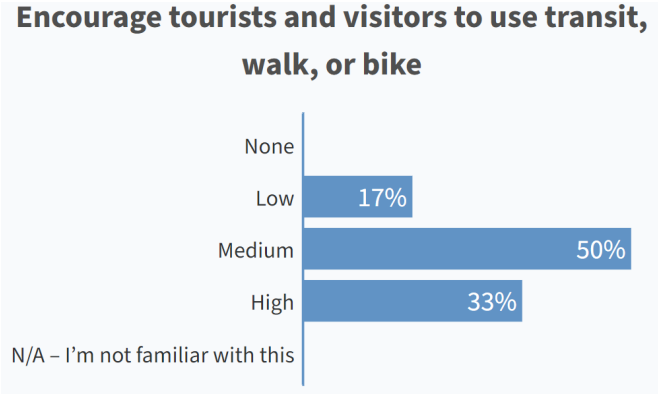

Increase costs of parking
None
20%
Low
60%
Medium
20%
High
N/A – I'm not familiar with this strategy

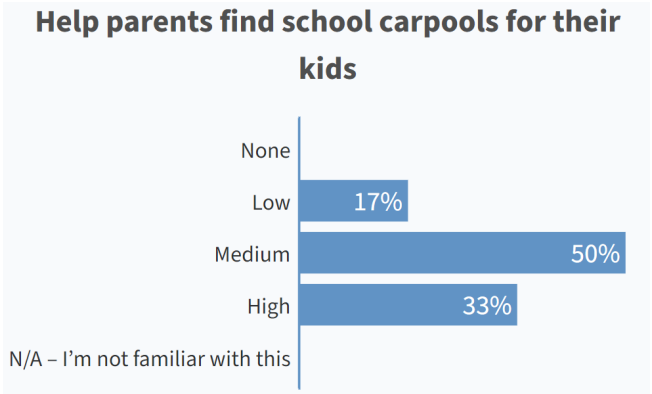

Reduce parking supplied through new developments
None
20%
Low
60%
Medium
High
N/A – I'm not familiar with this strategy
20%

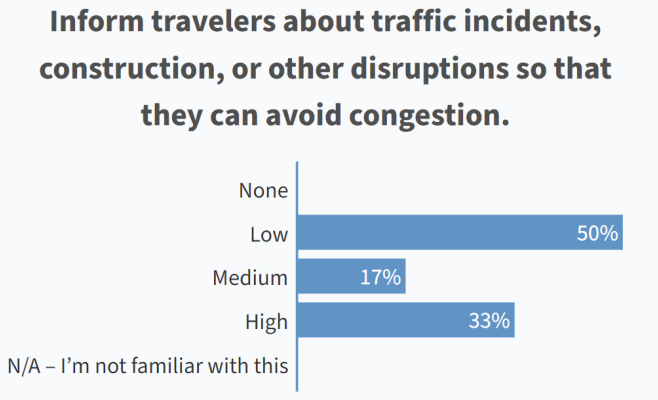

Regulate developments to support walkability and transit access
None
Low
Medium
33%
High
33%
N/A – I'm not familiar with this strategy
33%


Require or incentivize employers to support alternative commutes (telework, alternative schedules, transit, carpool, vanpool, bike, or walk)
None
Low
Medium
33%
High
50%
N/A – I'm not familiar with this strategy
17%


Incentivize individuals to use alternative transportation
None
Low
Medium
50%
High
50%
N/A – I'm not familiar with this


Encourage tourists and visitors to use transit, walk, or bike
None
Low
17%
Medium
50%
High
33%
N/A – I'm not familiar with this


Help parents find school carpools for their kids
None
Low
17%
Medium
50%
High
33%
N/A – I'm not familiar with this


Inform travelers about traffic incidents, construction, or other disruptions so that they can avoid congestion.
None
Low
50%
Medium
17%
High
33%
N/A – I'm not familiar with this

Economic Development Focus Group Notes

December 16, 2021, 2:00-3:00 PM

Project Team Attendees: Sara Boukdad, Jeffrey Elsey, Tracy Selin, Katie O'Sullivan, Sabrina Green, Roz Tucker.

Focus Group Attendees: Participant A (Partnership for Southern Equity), Participant B (Latin American Assoc.), Participant C (AARP), Participant D (Transformation Alliance),

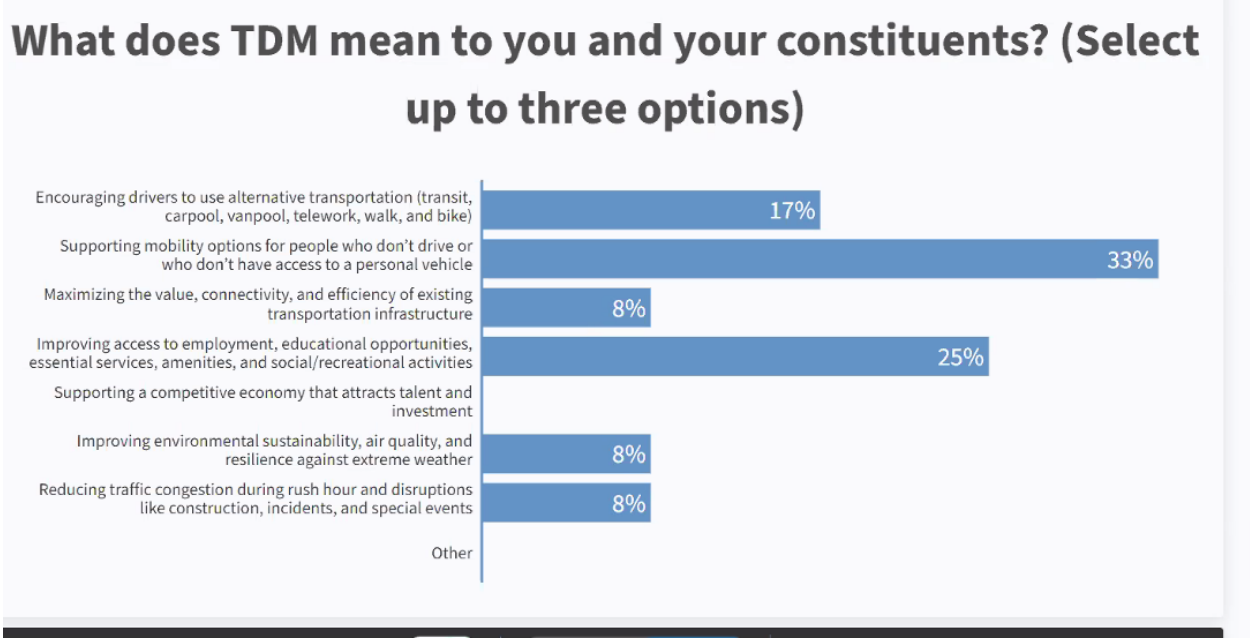
Warm-up: What are you most excited about?

- Participant A – PSE offers suite of programs addressing equitable economic development and communities that have been unevenly developed because of certain tools/strategies. PSE does a lot of work on transportation, land use, and equity. PSE has a research report coming out soon around use of tax allocation districts (TADs). There is a Development Watch program. Work in southwest corridor/East Point's growth and using land for equitable growth and transit-oriented development (TOD).
- Participant B – Represents LAA's economic empowerment work for Latinos. Works with employment services, job seekers, and corporations through quarterly job fairs and an annual Career Expo. Provides resume day events, job fairs, and ESL and computer classes in Spanish. There is also an incubator in their building on Buford Hwy on entrepreneurship for women. Training programs with partners like Bank of America – training for bank jobs. Georgia Tech partnership on training for supply chain management. Many women and men don't have drivers' licenses.
- Participant C – Leads AARP Georgia's work for age friendly and livable communities. Very interested in creating communities that are more walkable for people of all ages, bikeable, with safer access to amenities, green spaces, and amenities.

Transportation and Mobility Needs

- Participant D – For many folks, transit is their only option. The biggest issue is infrastructure, e.g., sidewalks, lighting, crosswalks. There is need for a transit system that is more efficient and provides better facilities (e.g., restrooms). There is a lack of cleanliness at transit facilities.
- Participant C – AARP GA has been very focused on pedestrian safety. Had conversations with mayors (Milledgeville, Atlanta, Roswell) on urban, suburban, and rural perspectives. Atlanta is #19 in nation for worst bike/ped safety by Smart Growth America's Dangerous by Design report. Lacking adequate safe sidewalks. People are walking in the street. There has been less traffic, but more speeding during the pandemic, which is impacting ped/bike safety. Need more street lighting, Atlanta pledged to add 10k streetlights and reduced speed limits from 30 mph to 25 mph. Saw a spike in people walking to public transportation or renting/buying bikes because transit service dropped during COVID.
- Participant A – mismatch between job centers and affordable housing. Reverse commute is a huge issue. Seeing a lot of industrial-style warehouse, which contributes to lack of walkable infrastructure, safety issues, and more trucks on roads in residential areas. Trucks idle and create noise pollution, and low wealth communities are feeling the brunt of this.

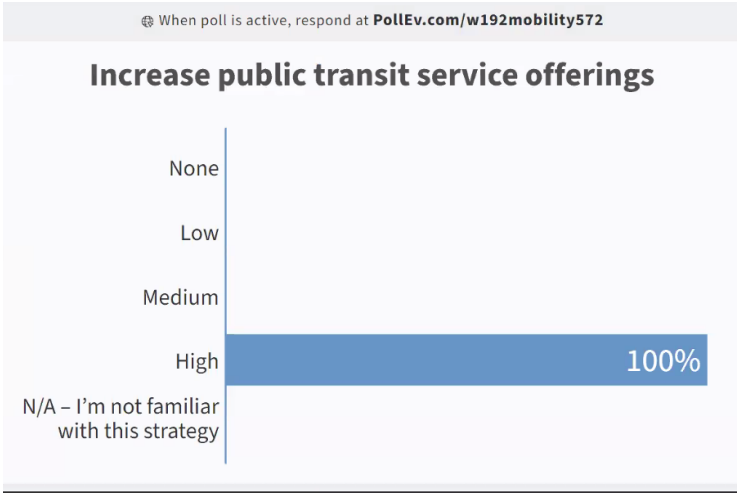
Poll: What does TDM mean to you and the communities that you serve?



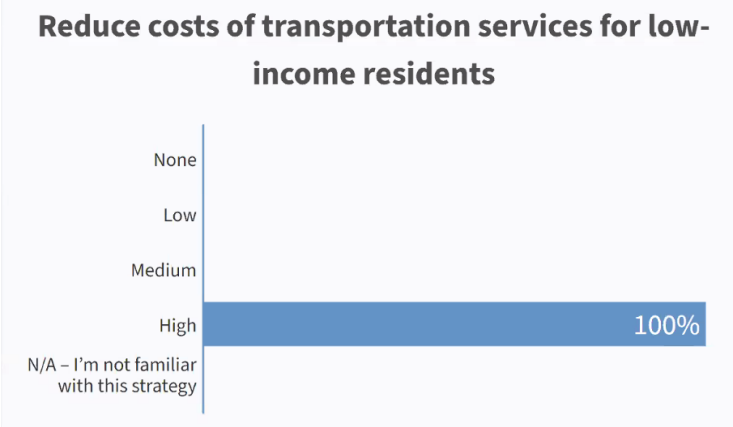
Awareness of TDM offerings

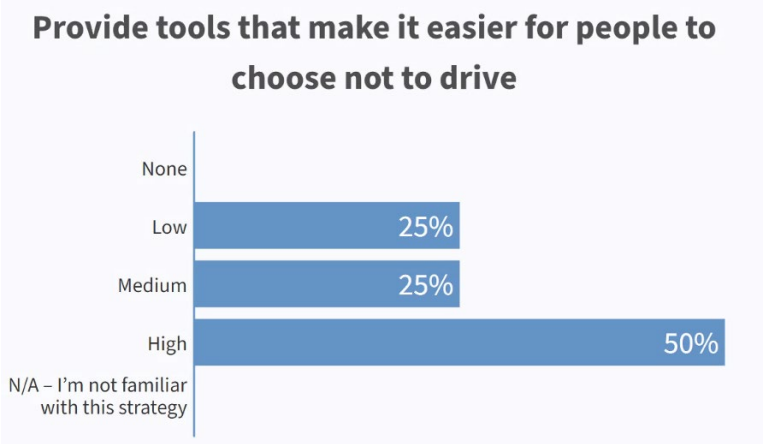
- Participant B – Technology and language barrier are also a big issue for LAA.
- Participant A – Is this more of a last-mile issue, or local circulation? Because that's a great opportunity to connect to existing transit infrastructure. Are community shuttles on the table? There has been a lot of focus on sustainability and efficiency of alternatives, but not sure if there is community awareness of TDM and all options (outside of transit, MARTA, rideshare Uber/Lyft). What is already being done to educate and give communities awareness of all opportunities?
- Participant D – It's important to consider the social implications of mobility options, especially for black residents. Disproportionate stops that black biker experience, etc. Need to think through impacts to communities that are already over-policed and targeted in negative ways.

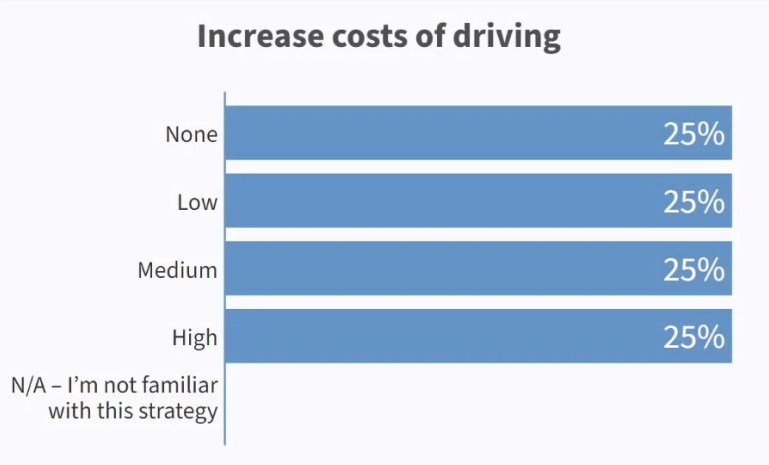
What would your priorities be for new or expanded TDM services?



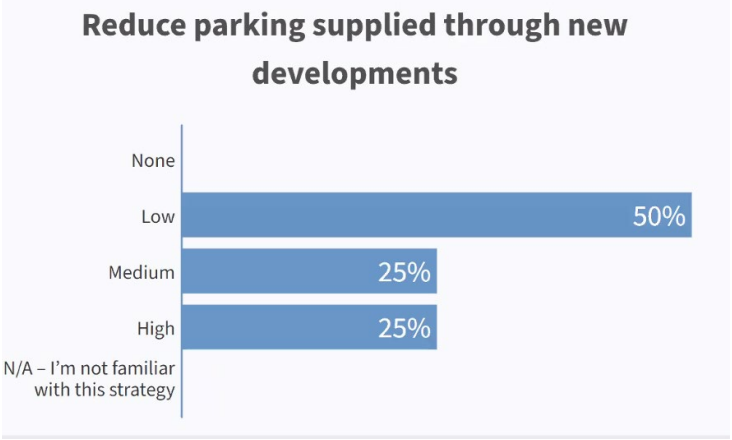
Create safer streets to walk or bike on
None
Low
Medium
25%
High
75%
N/A – I'm not familiar with this strategy

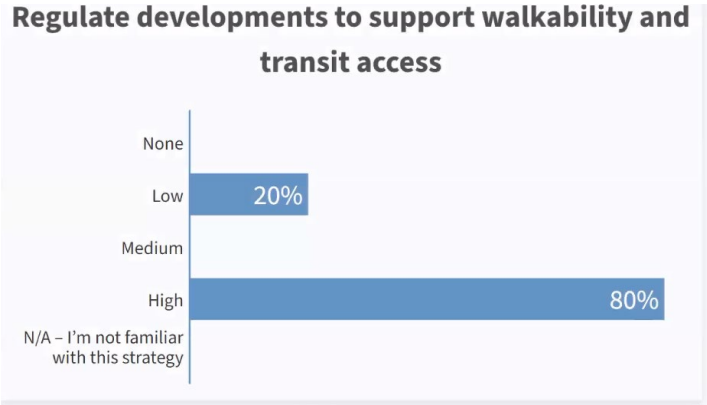

Reduce costs of transportation services for low-income residents
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy

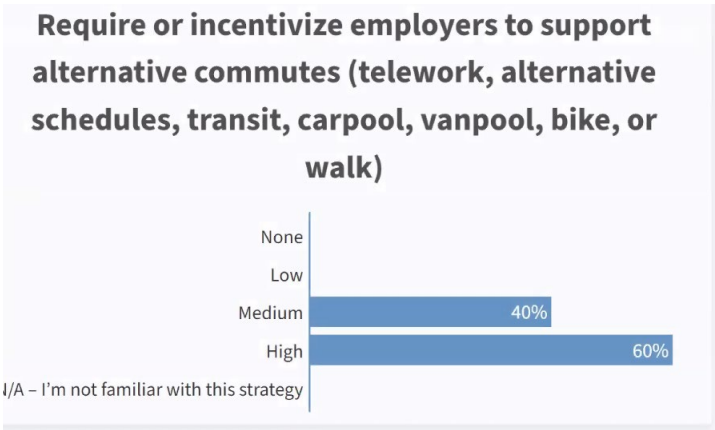

Provide tools that make it easier for people to choose not to drive
None
Low
25%
Medium
25%
High
50%
N/A – I'm not familiar with this strategy

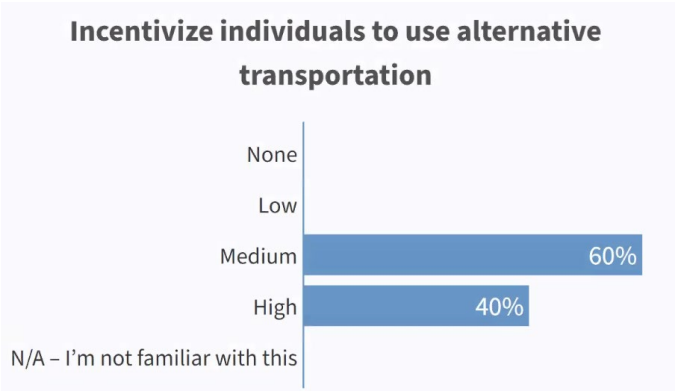

Increase costs of driving
None
Low
Medium
High
N/A – I'm not familiar with this strategy
25%
25%
25%
25%

Increase costs of parking
None
Low
Medium
High
N/A – I'm not familiar with this strategy
60%
20%
20%

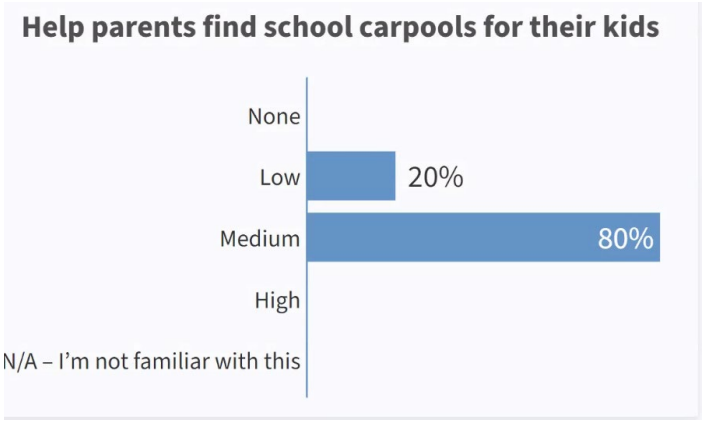

Reduce parking supplied through new developments
None
Low
Medium
High
N/A – I'm not familiar with this strategy
50%
25%
25%

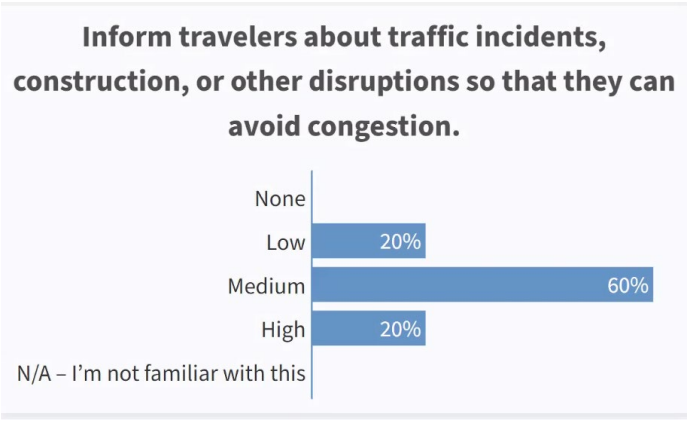

Regulate developments to support walkability and transit access
None
Low
20%
Medium
High
80%
N/A – I'm not familiar with this strategy


Require or incentivize employers to support alternative commutes (telework, alternative schedules, transit, carpool, vanpool, bike, or walk)
None
Low
Medium
40%
High
60%
/A – I'm not familiar with this strategy


Incentivize individuals to use alternative transportation
None
Low
Medium
60%
High
40%
N/A – I'm not familiar with this

Encourage tourists and visitors to use transit, walk, or bike
None
50%
Low
25%
Medium
High
25%
N/A – I'm not familiar with this


Help parents find school carpools for their kids
None
Low
20%
Medium
80%
High
N/A – I'm not familiar with this


Inform travelers about traffic incidents, construction, or other disruptions so that they can avoid congestion.
None
Low
20%
Medium
60%
High
20%
N/A – I'm not familiar with this

Accessibility Focus Group Notes

January 13, 2022, 1:00-2:00 PM

Project Team Attendees: Sara Boukdad, Jeffrey Elsey, Tracy Selin, Sabrina Green, Roz Tucker.

Focus Group Attendees: Participant A (Atlanta Regional Collaborative for Health Improvement (ARCHI)), Participant B (Gwinnett Newton Rockdale (GNR) Health), Participant C (Grady Healthcare), Participant D (Statewide Independent Living Council (SILC) GA)

Warm-up: What are you most excited about?

- Participant A: "StoryCorps" and audio format; focused on people that have experienced homelessness and will push this out to better understand how the system has worked.
- Participant B: focus on service continuity throughout pandemic and struggling with the staffing and nursing challenges. HIV Campaign is ongoing now.
- Participant C: Hired a chief health equity office and connection to clinical experience of the patients. New Piedmont facility and capacity issues.
- Participant D – Enable work through employment program for those with disabilities. There are 10 centers for independent living statewide.

Transportation and Mobility Needs

- Participant A
    - Even before the pandemic, there were varying distances employees had to travel to get to healthcare facilities.
    - Housing and transportation are dominant needs. Need to couple transportation with housing strategies.

- Participant C
    - Employee and patient travel distance and access to healthcare
    - Extraordinary demand on 911 system. People call because they either have an emergency or don't have access to healthcare. Some call 911 for courtesy trips for folks to get access to their doctors. They are doing more nurse calls to avoid an ambulance driver.
    - Needs for patients include food, housing, and transportation.
    - The courtesy trips are in response to 911 calls, not actively marketing or communicating this as a service

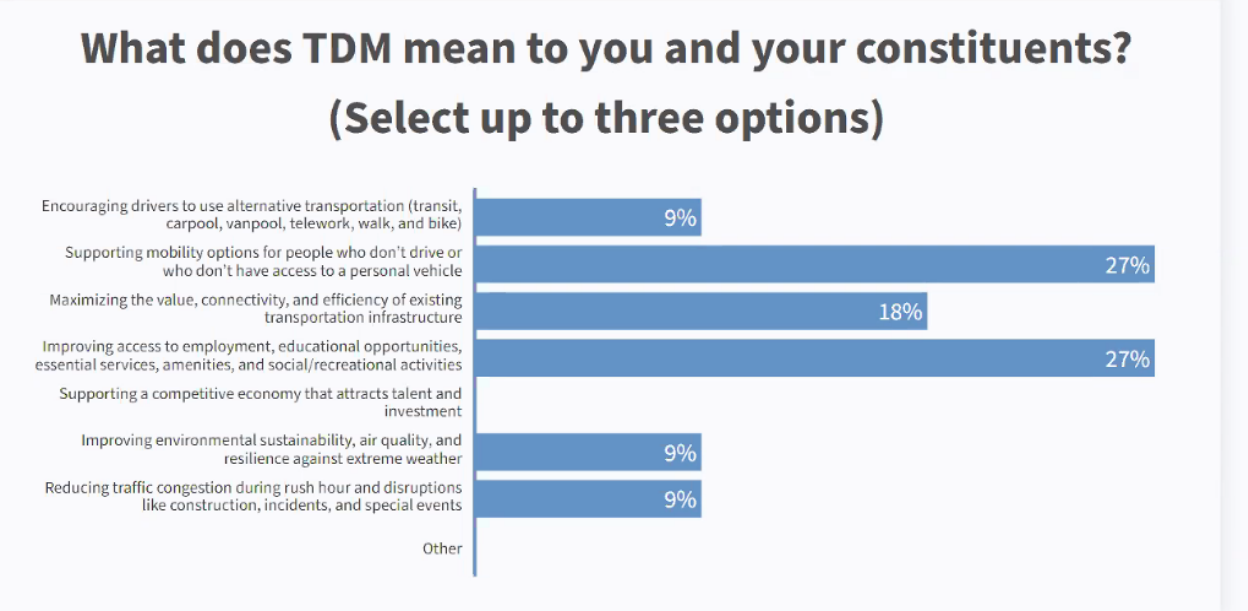
- Participant B
    - GNR Health is working on infectious diseases: TB, HIV, etc.
    - Opening their first-ever homeless shelter.
    - Have had to move staff because of staff shortages, and staff have to travel very long distances. The distance to work has gotten very long, while fuel prices and car ownership costs are increasing, but pay is not keeping up with it. Increase the cost of fuel reimbursement by employers.
    - Going to develop a new health center in Centerville location. They picked this location by looking at where their people are coming from.
    - There is a significant problem with opioids, especially as a result of the pandemic. GNR Heath is trying to provide transportation for those patients that are brought to ER and transport them to mental health facilities in lieu of incarceration.

- Participant D
    - The biggest barrier is the availability of accessible vehicles.
    - They rely on paratransit and similar services.

- Challenge is that accessible transit options have to be booked so far in advance. Medical emergencies or urgent requests can't be accommodated. There is no such thing as spontaneous travel for those with disabilities.
- There isn't a condensed list of providers or available options for those with disabilities. Most folks don't know what's available to them.
- There is a need to streamline a connected network so that more services can be offered to people with disabilities.

- Ripe opportunity to build an existing network for communication organization and implementing infrastructure. There have been real lessons learned around COVID and what works in COVID communication and vaccination needs for the disadvantaged community. Early on, the assumption was that access was the issue for vaccinations, but research didn't bear this out. The assumptions were incorrect; it was about willingness (behavior change).

Poll: What does TDM mean to you and the communities that you serve?

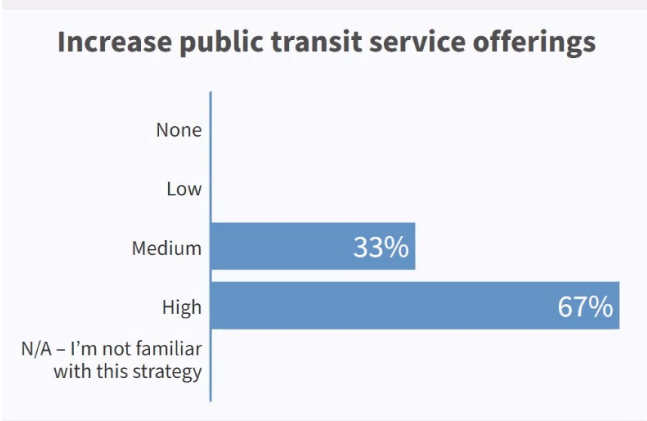


Awareness of TDM offerings

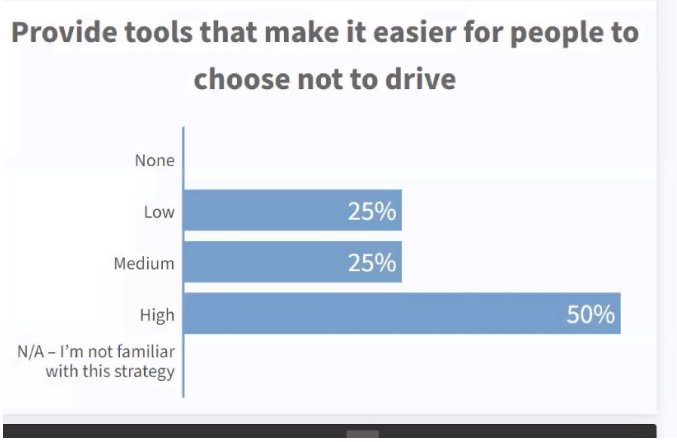
- Skipped

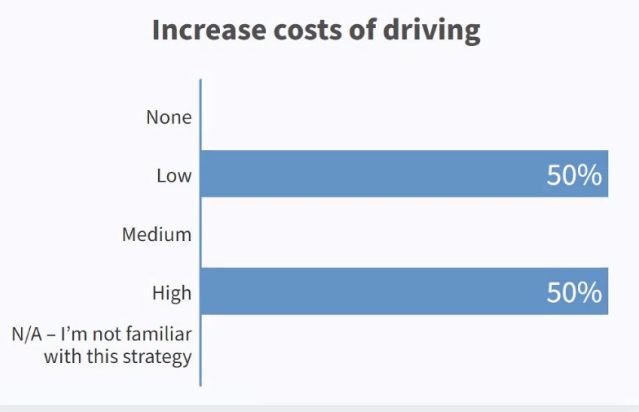
Poll: What would your priorities be for new or expanded TDM services?

Provide transportation services in areas where public transit is limited or not available
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy

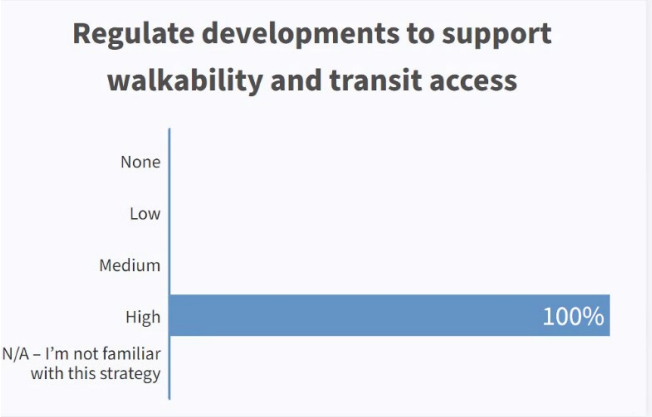

Increase public transit service offerings
None
Low
Medium
33%
High
67%
N/A – I'm not familiar with this strategy

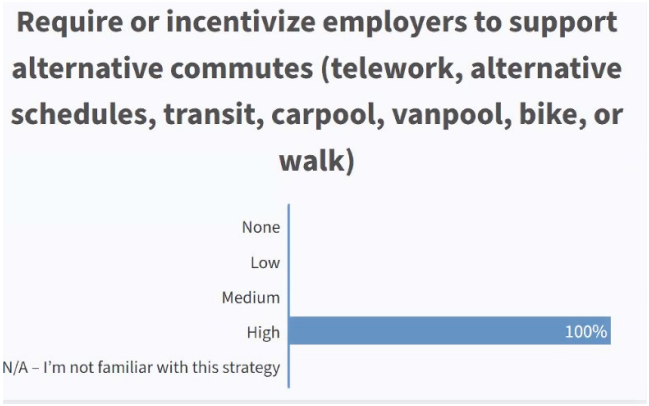
Create safer streets to walk or bike on
None
Low
Medium
25%
High
75%
N/A – I'm not familiar with this strategy

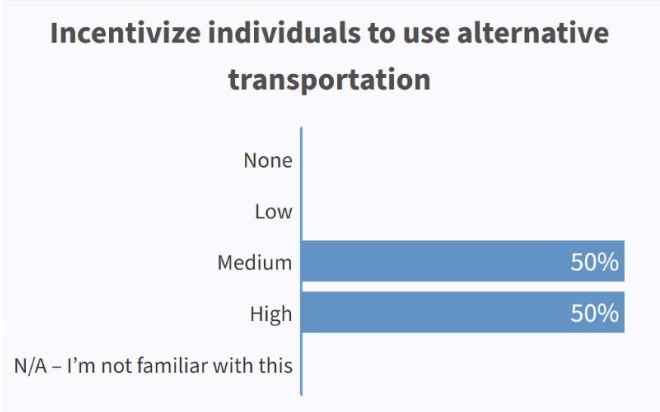

Provide tools that make it easier for people to choose not to drive
None
Low
25%
Medium
25%
High
50%
N/A – I'm not familiar with this strategy

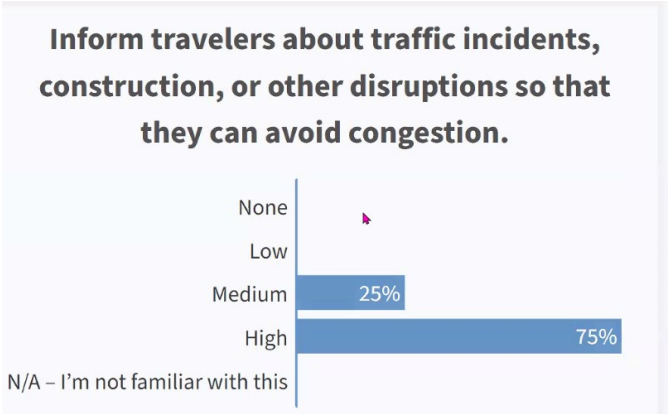

Increase costs of driving
None
Low
50%
Medium
High
50%
N/A – I'm not familiar with this strategy

Reduce parking supplied through new developments
None
Low
50%
Medium
25%
High
25%
N/A – I'm not familiar with this strategy


Regulate developments to support walkability and transit access
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy

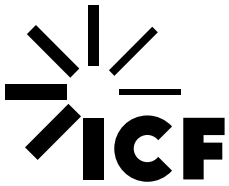

Require or incentivize employers to support alternative commutes (telework, alternative schedules, transit, carpool, vanpool, bike, or walk)
None
Low
Medium
High
100%
N/A – I'm not familiar with this strategy





Closing Remarks:

- How do we build better linkages between healthcare providers and transportation services?
- Need to meet people where they are in their communities. This may mean that people don't want to take certain forms of transportation, not that they can't.
- There should be a focus on accessible infrastructure. The legislative opportunity exists. Transit is not accessible because of lack of sidewalks and other supporting infrastructure, including bus stop shelters.



twitter.com/ICF

linkedin.com/company/icf-international

facebook.com/ThisIsICF

icf.com

#thisisicf

About ICF

ICF (NASDAQ:ICFI) is a global consulting and digital services company with over 7,000 full- and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. Learn more at icf.com.

[i] From CQG Legislative Agenda and history tab
[ii] From CQG Legislative Agenda and history tab
[iii] From Rose Center for Public Leadership